

Fiscal Year 2001 Annual Report

**Presented to the
U.S. Agency for International Development
by the Eurasia Foundation**



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I. Overview

Overview

The Eurasia Foundation is a grantmaking and operating foundation focusing on civil society, public administration and policy, and private enterprise development. Through its grants and projects, the Foundation targets institutions and individuals at the local level striving to promote economic and political change in twelve New Independent States of the former Soviet Union: Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, the Kyrgyz Republic, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan. The Foundation's goal is to develop a network of stakeholders who can provide the leadership necessary to increase the contribution of small business to national wealth, streamline government procedures to build efficiency, reduce corruption to increase trust, and launch nongovernmental organizations (NGOs) to enlarge the public voice.

The U.S. Government (USG) authorized the creation of the Foundation in 1992 in an effort to provide a source of support for some of the thousands of individuals then seeking outside assistance in reforming their societies. Though experimental at the time, the Foundation has succeeded, over the last decade, in providing seed grants to nearly 6,000 grantees for a total of more than \$118 million.

The Foundation is independent, privately-managed, and responsive to the needs and developments in the twelve countries of the New Independent States (NIS). The Foundation is comprised of ten regional grant offices and five project offices in Almaty, Baku, Kyiv, Moscow, Saratov, Tashkent, Tbilisi, Vladivostok, and Yerevan. In addition, the Foundation maintains seven representative grant offices to extend its reach beyond the regional offices. The Foundation's headquarters is located in Washington, D.C.

This report summarizes the activities of the Eurasia Foundation in fiscal year 2001 (FY01). Foundation accomplishments during FY01 include: the institution of an improved, Foundation-wide evaluation system to measure program performance; more targeted grantmaking, including numerous grant competitions; cross-border initiatives designed to facilitate regional cooperation; and improved performance of the Foundation's special projects. During FY01, the Foundation continued its outreach efforts to expand the impact of its grantmaking and projects further outside of the capital cities.

The Foundation special projects were very successful in FY01 with the Small Business Loan Program (SBLP) significantly increasing its loan volume; the Economics Education and Research Consortium (EERC) attracting a record number of research proposals in Russia and student applicants in Ukraine; and the Media Viability Fund (MVF) enabling the installation of the second independent printing press supported by the program in Russia. In addition, through its fundraising efforts, the Eurasia Foundation received pledges for more than \$6 million in raised and leveraged funds from non-USG donors.

Table I. Grants Awarded by Country, 10/1/00 - 9/30/01

Country	Grant \$	% of Total \$
Armenia	\$1,614,959	11.65%
Azerbaijan	\$1,359,563	9.81%
Belarus	\$331,865	2.39%
Georgia	\$1,382,321	9.97%
Kazakhstan	\$1,301,746	9.39%
Kyrgyz Republic	\$591,986	4.27%
Russia	\$6,139,342	44.29%
Tajikistan	\$409,205	2.95%
Turkmenistan	\$73,954	0.53%
Ukraine	\$220,185	1.59%
Uzbekistan	\$435,391	3.14%
TOTAL	\$13,860,517	100%

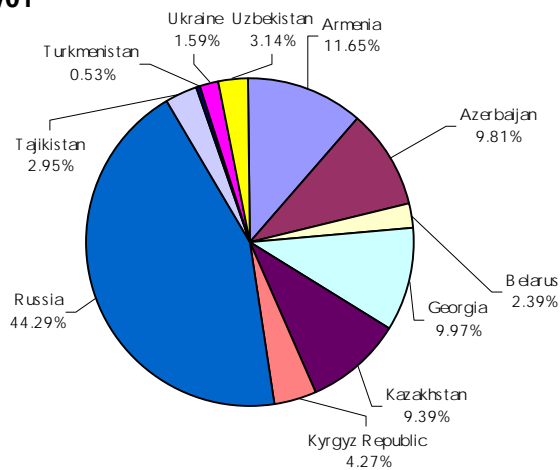
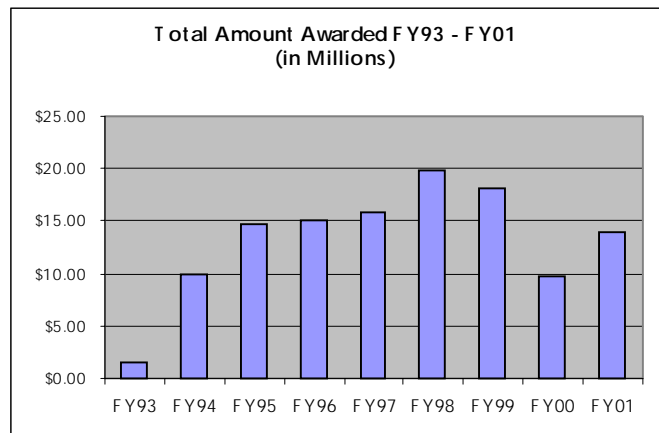
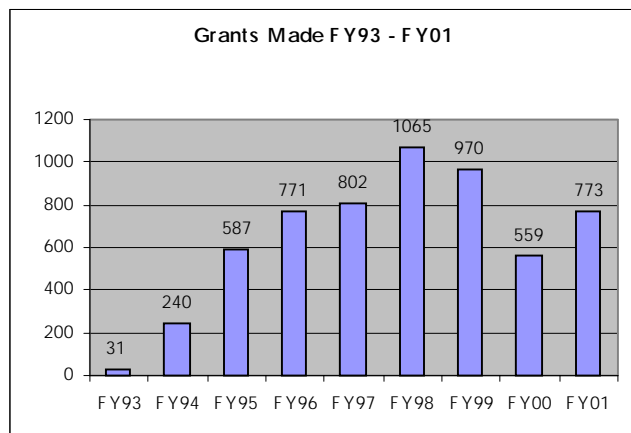


Table II. Grant Volume FY93 - FY01

Fiscal Year	Number of Grants Awarded	Total Amount Awarded	Average Grant Size
		(In Millions)	
FY93	31	\$1.5	\$48,000
FY94	240	\$9.9	\$41,000
FY95	587	\$14.6	\$25,000
FY96	771	\$15.0	\$19,000
FY97	802	\$15.8	\$20,000
FY98	1065	\$19.8	\$19,000
FY99	970	\$18.2	\$19,000
FY00	559	\$9.7	\$17,000
FY01	773	\$13.9	\$18,000
TOTAL	5,798	\$118	\$25,000



The Eurasia Foundation Grantmaking Program

In FY01, the Foundation awarded 773 grants, totaling more than \$13.8 million, with an average grant size of \$18,000. Most of the Foundation's grantmaking decisions are made by field officers working directly with grantees to maximize the impact of its grantmaking. Field-awarded grants range from a few hundred dollars to \$35,000.

The Foundation also conducts a partnership grant program, which links U.S. and other Western organizations with their NIS counterparts in order to transfer skills and institutional capacity. Eighteen partnership grants totaling over \$1.7 million were awarded in FY01 from the Washington, D.C. office. Since the inception of its grantmaking in 1993, the Foundation has awarded nearly 6,000 grants, including 480 partnership grants, to individuals and organizations working at the grassroots level to facilitate change in their countries.

The Eurasia Foundation Projects

In addition to its grantmaking program, the Foundation mobilizes private and government resources to address critical needs not being met by other assistance programs. The Foundation currently operates several such projects, including the Economics Education and Research Consortium (EERC), the Small Business Loan Program (SBLP), and an independent media initiative, the Media Viability Fund (MVF).

Economics Education and Research Consortium

Now in its sixth year of operations, the EERC builds domestic capacity for formulating sound economic policy through its core programs in Russia and Ukraine and through a research network now spanning the entire NIS. EERC is funded by a consortium of donors, including the World Bank, the Global Development Network, the Open Society Institute, the Ford Foundation, the Starr Foundation, the Carnegie Corporation, and the governments of Sweden and Norway, and is administered by the Eurasia Foundation.

From the outset, the Foundation has sought to promote independent in-country operations for EERC in Russia and Ukraine, with the ultimate goal of establishing sustainable in-country institutions. EERC's programs in Russia and Ukraine have grown successfully under the guidance and umbrella of the Eurasia Foundation. In the course of the past six years, the programs have matured to a level where Foundation and EERC management and donors believe that it could expand and operate more effectively as a separate organization. During FY01, EERC took a number of formal steps to create the legal basis for increased autonomy and ultimate separation from the Eurasia Foundation.

EERC Russia

In Russia, the EERC provides small grants for research within the framework of semi-annual research workshops, promotes policy innovation through seminars with academics and government decision makers,

and conducts a publishing program. In December EERC Russia held its fourth annual conference, “Political Economy of Russia’s Transition,” resulting in six published working papers.

EERC Russia held its ninth and tenth research workshops in December 2000 and July 2001. These two research workshop/grant competitions yielded more than 215 proposals. Through FY 2001, over 2,300 proposals have been submitted to EERC Russia in conjunction with EERC programs.

As a result of EERC’s success in building Russia’s research capability, the World Bank has provided major funding to expand the EERC’s research network beyond Russia’s borders. As of November 2000, the EERC became a member of the World Bank’s Global Development Network (GDN) serving as its regional representative for the NIS. GDN funding during FY01 made possible the second annual Transition Economics Research Network summer school, held at Kyiv-Mohyla Academy, in July of 2001.

EERC Ukraine

In Ukraine, the EERC administers a two-year master’s degree program in economics at the University of Kyiv-Mohyla Academy. In FY01, the program graduated its fourth class of 38 students, bringing the total number of graduates since the inception of the program to 123. The majority of graduates remain in Ukraine and are employed in government, international organizations, or policy think tanks. Others are employed in the private sector, or are continuing their studies in North America and Europe.

FY01 included guest lectures from notable figures such as James Wolfensohn, President of the World Bank Group and Dr. Anders Åslund of the Carnegie Endowment for International Peace. The lecture series greatly enriched EERC student appreciation for economic applications. In addition, the newly implemented summer internship program gave EERC students an opportunity to apply their acquired knowledge and skills in professional settings.

Small Business Loan Program

The Eurasia Foundation’s SBLP currently operates in Armenia and Ukraine and provides loans to small and medium size businesses. SBLP works through local commercial banks to provide financing for manufacturing and service sector projects that create jobs in small, private businesses. The program provides much-needed capital to the fledgling private sector and intensive hands-on training to partner banks in credit analysis and collection methodology.

SBLP Armenia

In FY01, SBLP Armenia disbursed and/or approved 36 loans totaling \$1,508,920 and creating 391 jobs. The overall quality of the portfolio has improved in the last two years. The recent borrowers in the program are more established businesses that are expanding due to increased demand for their products and services. In

addition, the program now sees previous borrowers return for their second and third loans to continue the growth of their businesses.

SBLP Ukraine

SBLP Ukraine continued its strong growth for a second year. For FY01, the program disbursed 22 loans totaling \$1,337,000 and creating 130 jobs. This is a 54 percent increase over FY00. The Eurasia Foundation is the only lending program in Ukraine that offers medium-term financing for businesses needing to borrow less than \$125,000. By providing medium-term financing, the Eurasia Foundation's loan program allows borrowers to free up funds to service additional growth of their businesses.

Media Viability Fund

MVF is a joint effort of the Eurasia Foundation and the Media Development Loan Fund (MDLF) to promote the financial viability of the independent new media in Russia and Ukraine. MVF provides loans to independent regional media for capital investment and delivers technical consulting in financial and media management.

In FY01, MVF undertook a variety of activities to promote independent news media in the NIS. These activities included technical assistance on market research, financial seminars for accountants on budgeting, workshops on newsroom management, as well as intensive on-site consultations and training. Through its team-training program, MVF continues to advise media outlets on restructuring the process by which different departments coordinate the news gathering and production processes.

During the fiscal year, MVF worked with 16 clients (12 newspapers, 3 television stations, and 1 radio station); held 11 seminars and workshops; made 4 loans; and conducted more than 20 on-site consultations. A highlight of MVF's work in FY01 was the installation of an independent printing press at Altapress in Barnaul, Siberia.

Evaluation of Programs

In FY01, the Foundation continued to build its capacity to evaluate its programs and projects. The Foundation hired an evaluation professional in December 2000. By April of 2001, an evaluation strategy had been developed consisting of seven results-oriented indicators on the three levels that the Eurasia Foundation works (individuals, institutions and society). These indicators coupled with a comprehensive evaluation process will result in the improved assessment of grant making strategies and resource allocation.

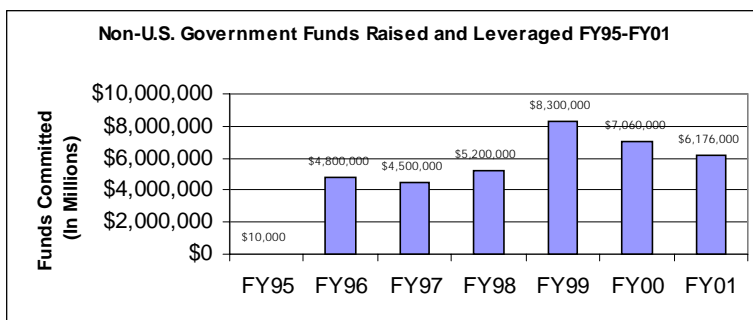
Funds Raised and Leveraged

During FY01, the Eurasia Foundation continued its work to raise and leverage non-USG funds by reaching out to foreign governments, foundations, corporations, and individuals with the mutual interest of supporting democracy and free markets in the NIS. In FY01, the Foundation raised and leveraged over \$6 million. This brings the total raised and leveraged from non-USG sources to more than \$36 million over the life of the Foundation.

Major donations in FY01 included funds designated for the Media Viability Fund, the Economics Education and Research Consortium, the Small Business Loan Program, and a program that delivers funding for small grants in northwest Russia. Large donations received during FY01 included funding from the Swedish and Norwegian governments; the Carnegie Corporation of New York and Cisco Systems, Inc.; and the Ford, Lincy and Charles Stewart Mott foundations.

Table III. Funds Raised FY95-FY01

Fiscal Year	Funds Committed
FY95	\$10,000
FY96	\$4,800,000
FY97	\$4,500,000
FY98	\$5,200,000
FY99	\$8,300,000
FY00	\$7,060,000
FY01	\$6,176,000
Total	\$36,046,000



II. The Eurasia Foundation Grantmaking Program

The Eurasia Foundation Grantmaking Program

In FY01, the Eurasia Foundation awarded more than \$13.8 million through 773 grants. The dollar value and total number of grants for FY01 represents an increase in activity for the Foundation over FY00. The average grant was \$18,000.

In preparing program strategies for FY01, field offices continued to identify a number of *fields of interest* within the Foundation's mandate which resulted in guided grantmaking for more focused results. In continuing this innovative approach, field staff applied knowledge of country trends, needs, and experience to both the development of the Foundation's grant portfolio and to programs funded by other donors. In some cases programs employed a cross-programmatic approach that engaged more than one segment of society, such as the media, public officials, business associations, or academia. Generally, each office selected at least one field of interest in each of the Foundation's three program areas. Examples of grants in the three program areas are as follows:

Accelerated Development and Growth of Private Enterprise

- \$26,609 to the Azerbaijan Association of Lawyers to train law students in advocacy practice. As a result of this grant, a highly interactive training program was organized utilizing actual legal cases. Based on the newly adopted Civil Code of Azerbaijan, the first Azerbaijani textbook on commercial law was developed. The textbook was in high demand with 500 out of 600 copies sold to universities and legal firms. The revenues generated from the sales of the textbooks were used to publish additional textbooks for wider distribution.

More Effective, Responsive, and Accountable Local Government

- \$21,828 to the Civic Initiatives Non-Commercial Partnership of Khabarovsk Krai, Russia, to encourage non-governmental organization (NGO) involvement in the development of municipal social policies. As a result of this grant and others, NGOs increased their access to local resources and were involved in decision-making on relevant social programs and policies.

Increased Citizen Participation in Political and Economic Decisionmaking

- \$34,542 to the Youth Information Service of Almaty, Kazakhstan, to promote educational reform and the rights of university students. As a result of this grant, a highly successful national advocacy campaign was conducted to reduce corruption in the university system. The group organized an information and petition drive on student contracts, gathering more than 30,000 student signatures.

The group's proposed changes were adopted by the Ministry of Education and it is currently engaged in a second similar campaign.

Section IV of this report includes a discussion of select Eurasia Foundation grants and activities by strategic objective. A complete list of grants organized according to country and strategic objective can be found in Appendices C and D.

Achieving Broad Geographic and Strategic Reach

In March 2000, the Almaty and Tashkent regional offices of the Eurasia Foundation launched a regional initiative, the goal of which was to establish cross-border and inter-ethnic cooperation at the local level in the Ferghana Valley region of Uzbekistan, Tajikistan, and the Kyrgyz Republic. In FY01, the Eurasia Foundation awarded grants that helped local institutions explore opportunities to forge cross-border connections. Grants awarded as part of the initiative supported the establishment of student legal clinics, the creation of a business center for women, and assistance to media outlets. A number of workshops were also organized by the Eurasia Foundation in FY01. A legal clinic workshop regarding border issues, trade, and transportation was held in Osh, Kyrgyz Republic. A workshop for small-business owners took place in Andijan, Uzbekistan, and a mass media workshop occurred in Khudjant, Tajikistan. Representatives from each of the three countries of the Ferghana Valley region participated in the workshops.

Cooperation and Collaboration with USG and Other Partners

The Eurasia Foundation's grant agreement calls for the Foundation to operate "largely through small grant and lending programs, but on occasion ... seek to establish consortia or cooperative programs with other donors to give special attention to strategically important challenges." The Foundation worked on three special projects in FY01 to further this goal. Among the many FY01 initiatives with multiple donors, the following are of special note: the Citibank Faculty Development Fellowship Program at the St. Petersburg School of Management, the Northwest Russia Small Grants Initiative, and the South Caucasus Cooperation Program.

Citibank Faculty Development Fellowships

In FY01, the Citigroup Foundation, on behalf of Citibank Russia, made a \$60,000 donation to the St. Petersburg State University School of Management to create a faculty fellowship program. The new three-year program will award annual stipends to five professors who seek to improve their academic skills and credentials. The ultimate goal of the program is to recognize teaching achievements and provide incentives for the best professors to continue as faculty members of the school.

The Eurasia Foundation has been a supporter of the St. Petersburg School of Management since its beginnings. In 1993 the Foundation awarded the school a \$50,000 grant to establish a partnership with the Haas School of Business at the University of California (U.C.) Berkeley. Since that initial grant, the Eurasia Foundation has continued its financial support of the school, awarding nearly \$600,000 over the life of the partnership. The two partner schools have used these funds to further expand the School of Management's undergraduate program and to establish a master's degree program in business administration. A dynamic relationship has grown between the schools, with U.C. Berkeley helping faculty of the School of Management launch programs in business administration for students at all levels.

Based on the ever-improving quality of its students and faculty and on the widespread support that it has received from international corporations, the School of Management has become a model of success. Starting with only six professors and 33 undergraduate students in its first class, the school has since grown to include more than 1,000 students. Of those, more than 700 study at the undergraduate level, nearly 100 are enrolled in the master's degree program, and 200 are conducting studies in the school's doctoral and post-graduate programs.

Northwest Russia Small Grants Initiative

In FY01, the Eurasia Foundation continued its collaboration with the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat through the promotion of the Northwest Russia Small Grants Initiative. This joint program delivers grant funds and technical assistance to organizations working in the Murmansk and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, the Republic of Karelia, and St. Petersburg and the Leningrad Oblast.

During FY01, the Northwest Russian Small Grants Initiative received eleven proposals and funded seven grants totaling \$183,705.

The following are examples of grants funded under this trilateral partnership:

- **Local self-government in remote villages of Arkhangelsk Oblast:** This project has supported a series of citizen meetings and conferences, resulting in a package of initiatives aimed at resolving the most pressing local problems. Six of the initiatives are currently being implemented. In addition, amendments to legislation on self-government have been drafted to reinforce the role of residential organizations, and will be submitted to the local Duma. To facilitate the implementation, the project team has also received organizational support from the city government and financial support from local enterprises totaling more than \$1,900.
- **Small and medium enterprises in Karelia:** This project aims to improve the advertising skills of managers by creating information resources that will assist them in conducting more effective advertising campaigns. As a result of this project, a database containing all of the advertising

outlets available in the region has been created and posted on the Internet. A booklet containing information on advertising outlets and their services has been published and disseminated among Karelia's small and medium enterprises.

- **Municipal management in Kirovsk:** This project trains municipal officials and heads of municipal enterprises on a wide range of business management and planning topics. The project has conducted a preliminary survey of municipal employees and managers and has identified areas of activity that need improvement. A training program has been developed to address these areas and is being applied. Upon completion of the training program, trainees will develop proposals for city plans to be submitted to the city for approval.

South Caucasus Cooperation Program

In FY01, the Eurasia Foundation's South Caucasus Cooperation Program (SCCP) continued its efforts to facilitate greater contact and cooperation among organizations in Armenia, Azerbaijan, and Georgia. Through cross-border work, the SCCP seeks to create conditions that will improve economic and political stability at the grassroots level. During FY01, the SCCP made grants totaling \$1.4 million to organizations in the three countries. In addition to its ongoing collaboration with USAID, the SCCP worked with non-governmental partner organizations such as the Open Society Assistance Foundation/Armenia for its public policy seminar in Yerevan, the International Executive Service Corps, and the Swedish Olof Palme Institute.

In FY01 SCCP focused on the development of the tourism industry in the South Caucasus, a continuation of a priority identified in FY00. Following a SCCP conference, which brought together tourism representatives from throughout the region, nine contact grants were funded in February 2001. In July 2001 a special tourism advisory board was convened to review the resulting linkage proposals, and four proposals were selected for funding. In late September/early October, press conferences were held in Yerevan and Tbilisi to publicize the grants. SCCP also solicited an in-kind donation (through the International Executive Service Corps) from Dr. Gordon Adams, a tourism consultant. Dr. Adams performed a baseline analysis of the state of the tourism industry in the region that will be used to evaluate the success of the grants and identify priorities for future funding.

SCCP and the Open Society Institutes of Armenia and Azerbaijan sponsored two seminars for nascent public policy institutes in FY01. The first seminar, held in March in Baku, served to introduce the concept of public policy institutes and spark discussion on the prospects for their development in the south Caucasus region. The second seminar, held in Yerevan in May, focused on public policy issues in regional economic integration. Following the two seminars, participants were invited to submit proposals for contact grants.

In an effort to increase citizen participation in political and economic decision-making, SCCP focused on grantmaking to business/professional organizations. In November 2000 SCCP funded six contact projects in

the area of professional association development. Of these projects, linkage grants were awarded to associations of insurers, freight forwarders, farmers, and librarians in the three countries of the south Caucasus.

Evaluation of Programs

The Eurasia Foundation's Five Year Strategic Plan, approved by the Board of Trustees in 1999, recommends that the Foundation develop greater capacity for evaluation among its staff and partners and incorporate evaluation more fully into all aspects of its work. As a result of this recommendation and the desire to measure program performance, the Foundation hired an evaluation professional in December 2000. The February 2001 USAID-led evaluation final report also recommends that the Foundation develop a results-oriented indicator and evaluation process suitable for assessing results of grant making strategies.

During FY01, the Foundation began implementing its results-oriented evaluation strategy. In April of 2001, Eurasia Foundation program and field staff met in Almaty, Kazakhstan to further develop a set of required indicators to be applied to grants where appropriate. A total of seven results-oriented indicators were identified on the three levels that the Eurasia Foundation works (individuals, institutions and society). The seven indicators are as follows:

Individuals

1. Number of identifiable participant trainees and their gender
2. Number of identifiable direct beneficiaries and their gender

Institutions

3. Number of new coalitions, partnerships and/or collaborations
4. Amount of resources leveraged

Society

5. Adoption of new strategies
6. Dissemination of media products
7. Number of identifiable new jobs

In addition, the Foundation's evaluation strategy includes the following three elements:

- systematic use of a small number of results-oriented indicators across all grants, and the use of additional indicators for grants in the Foundation's targeted initiatives;
- inclusion of field evaluations of a sample of grants in the areas of identified interest; and
- evaluation of clusters of grants either in a region or across regions in areas of identified interest (e.g. small business advocacy and improved local governance).

Information gathered through this multi-layered, results-oriented evaluation process enables the Foundation to maximize the impact of programs and the cost-effectiveness of resource allocation.

Raising and Leveraging Funds

During FY01, the Eurasia Foundation continued its work to raise and leverage non-USG funds by reaching out to foreign governments, foundations, corporations, and individuals with the mutual interest of supporting democracy and free markets in the NIS. In FY01, the Foundation raised and leveraged over \$6 million. This brings the total raised and leveraged from non-USG sources to more than \$36 million over the life of the Foundation. Large donations in FY01 included:

- \$1.2 million from the Swedish Ministry of Foreign Affairs for EERC;
- \$500,000 from the Carnegie Corporation of New York for EERC;
- \$400,000 from the Ford Foundation for EERC;
- \$200,000 from the Norwegian Ministry of Foreign Affairs for the small grant program in northwest Russia;
- \$180,000 from Barents Euro-Arctic Region Secretariat for the small grant program in northwest Russia;
- \$300,000 from the Charles Stewart Mott Foundation for NGO resource centers in Russia;
- \$100,000 from the Ford Foundation for NGO resource centers in Russia;
- \$380,000 from the Media Development Loan Fund – New York for MVF;
- \$560,000 from the Carnegie Corporation of New York for SCCP;
- \$200,000 from the Charles Stewart Mott Foundation for NGO resource centers in Ukraine;
- \$100,000 from the Lincy Foundation for programs in Armenia; and
- \$454,500 in-kind computer equipment from Cisco Systems, Inc. for authorized training and certification centers in Armenia.

III. Projects Administered by the Eurasia Foundation

Foundation Projects

Economics Education and Research Consortium (EERC)

Now in its sixth year of operations, EERC is building domestic capacity for formulating sound economic policy through its core programs in Russia and Ukraine and a research network now spanning the NIS. In FY01, EERC continued to innovate and build on its successful foundation of high-quality economics education and research support.

From the outset, the Foundation has sought to promote independent in-country operations for EERC in Russia and Ukraine, with the ultimate goal of establishing sustainable in-country institutions. EERC's programs in Russia and Ukraine have grown successfully under the guidance and umbrella of the Eurasia Foundation. In the course of the past six years, the programs have matured to a level where Foundation and EERC management and donors now believe that it could expand and operate more effectively as a separate organization. Key benefits of this action include:

- greater flexibility with regard to fundraising and revenue generation;
- greater flexibility in joining networks and establishing formal alliances (for example, the Global Development Network and the proposed “House of Economics” – a potential strategic alliance with the New Economic School and the Center for Economic and Financial Research);
- improved outlook for reduced program delivery costs; and
- increased ability to respond quickly to local needs and opportunities in Russia and Ukraine.

During FY01, EERC took a number of formal steps to create the legal basis for increased autonomy and ultimate separation from the Eurasia Foundation. These include:

- Incorporation as a 501(c)(3) in Washington, D.C.;
- Receipt of tax-exemption certificate;
- Separation of its operating bank account;
- Separation of payroll, credit card, and vendor accounts;
- Hiring an executive director as an EERC, as opposed to an EF, employee; and
- Engagement of a consulting firm to help plan for the ultimate independence of EERC.

EERC Russia

In Russia, the EERC provides small research and development grants and a series of complementary training seminars, publications, and policy roundtables with members of the government, academic, and business communities. In December, EERC Russia held its fourth annual conference, “Political Economy of Russia’s Transition,” resulting in six published working papers. The conference was co-sponsored by the Center for Economic and Financial Research (CEFiR).

Grant Competitions

EERC Russia held its ninth research workshop in December 2000, where it awarded seven research grants and fifteen proposal development grants to Russian research teams. As part of the spring 2001 grant competition, EERC received 131 proposals of which 39 were chosen for presentation and discussion at the tenth research workshop in July. Two of the participants were from Ukraine, marking the first time research workshop participants have been from outside Russia.

During FY01, development grants included seven fellowships at the Centre for Economic and Financial Research (CEFiR) and ten scholarships at the New Economic School. These grants extend further training to researchers who show potential to carry out quality work, yet lack specific skills or knowledge. Recipients of development grants are required to submit a substantially revised proposal for consideration at one of the two subsequent rounds of the grants competition, based on detailed instructions for improvement of the project design received at the workshop.

Research internships were introduced to complement development grants. These internships provide an opportunity for study and mentoring support in Moscow in order to raise research proposals to an acceptable standard. The aim of the internships is to allow researchers from outside the well-endowed centers of Moscow and St. Petersburg to become competitive in the pursuit of EERC research funding.

Methodological Training

Based on previous experience, the methodological training program was revised in 2000 to incorporate a regular three-course sequence in econometrics, filling a critical gap in Russian economics programs. EERC continued to expand its methodological seminar program in FY01, providing advanced methodological training to approximately 80 Russian and NIS economists in three seminars. These seminars have proven to be an effective way to meet the need for targeted training in economic research methodology and significantly increase the quality of research output among EERC grantees. Participants in EERC methodological seminars continued to be drawn from across Russia’s regions and include men and women in equal proportion. Methodological seminars hosted in the reporting period include:

- “The Economics of Regulation,” October 21-29, 2000. Taught by Professors Juan Carrillo and Isabelle Brocas (Université Libre de Bruxelles).

- “Micro-econometrics and Labor Issues in the Transition Countries,” November 6-12, 2000. Taught by Professor Hartmut Lehmann (Heriot-Watt University, Edinburgh).
- “Econometrics I: Estimation and Inference in Econometrics,” November 17-25, 2000. Taught by Stanislav Anatoliev (EERC Swedish Professor at the New Economic School).
- “Econometrics II: Time Series Analysis,” April 2-8, 2001. Taught by Stanislav Anatoliev (EERC Swedish Professor at the New Economic School).

Policy Roundtables

To inform “end users” of its research, EERC Russia has initiated a series of policy roundtables involving EERC network members and Russian policy makers. EERC hosted its third policy roundtable in fall 2000 as part of the Focus on Policy initiative—a longer-term grant program launched in July 2000, aimed at producing in-depth policy research. The roundtable entitled, “Bankruptcy in Russia: how to make it efficient,” took place in Novosibirsk on November 13, 2000. Senior representatives of the Federal Agency for Financial Restructuring and Bankruptcy Regulation, the Federal Pension Fund, the Arbitrage Court, and the Administration of the Novosibirsk Oblast, as well as EERC network members and economists from Moscow and the World Bank attended the meeting. The meeting was organized by EERC in collaboration with the Novosibirsk Association of Lawyers, and was the first EERC policy roundtable to take place outside of Moscow.

Global Development Network

As of November 2000, the EERC became a member of the World Bank’s Global Development Network (GDN) as its regional representative for the NIS. With GDN funding, EERC extended the research network’s geographic reach beyond Russia’s borders, through methodological training and research development grants. Also, EERC in Russia has been selected to manage the NIS sections of two GDN sponsored research projects: “Explaining Growth,” and “Examining Healthcare Delivery in the Developing World.”

Transition Economics Research Network

The second annual Transition Economics Research Network (TERN) summer school, funded by the GDN of the World Bank, was held on the premises of the EERC Master’s Program at Kyiv-Mohyla Academy from July 16 – 30, 2001. The theme, “Economic Policy in Transition,” was explored across four courses, taught by Russian speaking instructors holding western Ph.D. degrees. The program received 120 applications, and 47 researchers from all NIS countries except Turkmenistan and Moldova participated. Following the summer school, all participants received comments on their proposals and were encouraged to send revised proposals for consideration in the fall 2001 round of EERC’s research grants competition. Winners of this competition will participate in the December 2001 research workshop where they will compete for

grants, fellowships and scholarships. Authors of other promising proposals will be invited to a special research development workshop at the end of January 2002 in Almaty, Kazakhstan.

Publications

EERC publications include the Annual Conference Report, a semi-annual newsletter, *Research in Transition*, and the Working Paper Series. The following FY01 EERC publications were issued in both Russian and English and are available on the Internet.

- *IV Annual Conference Report, July 2001*, featuring the paper “The Political Economy of Transition: What Have We Learned?” by Gerard Roland.
- *Research in Transition, No. 8, July 2001*, entitled “CIS: Economic Growth sans frontiers” by economists from Uzbekistan, Kyrgyzstan, Belarus and Ukraine.

EERC Ukraine

In Ukraine, EERC administers a two-year master’s degree program in economics at the National University Kyiv-Mohyla Academy. EERC Ukraine graduated its fourth class in June, and to date has awarded 123 master’s diplomas. The majority of the graduates remain in Ukraine and are employed in government (Parliament, National Bank, Ministry of Finance, Ministry of the Economy), international organizations (World Bank, International Monetary Fund), or policy think tanks. Others are employed in the private sector, primarily in banking and finance or are continuing their studies in North America and Europe.

EERC Graduates Its Fourth Class

Thirty-eight EERC students successfully defended their master’s theses and received diplomas in June 2001, bringing the total of new highly trained economists to 123. The majority of new graduates have found professional positions in Ukraine with the National Energy Regulatory Commission, the International Centre for Policy Studies, the Institute for Economic Research and Policy Consulting, the International Monetary Fund, the United Nations Development Project, Citibank, and Credit Suisse First Boston. In the fall of 2001, fifteen EERC graduates traveled abroad to begin Ph.D. studies at universities including: Harvard, Duke, Michigan, and Virginia.

As an indication of the growing reputation of the program’s graduates, 2001 EERC graduate Lyudmyla Lishchenyuk was accepted as one of ten young economists into the highly competitive, “Analyst Program,” at the European Bank for Reconstruction and Development (EBRD) in London. Candidates from 30 countries applied to the EBRD Analyst Program this year, and fifty were interviewed for the ten positions.

EERC Matriculates Its Sixth Class

In the fall of 2001, the master's program admitted 58 new students into its sixth class (54 Ukrainians and four Belarussians). They join 41 returning students.

Summer Internships

In the summer of 2001, first-year EERC students took part in a variety of summer internships. A total of 25 students had internships with companies and organizations such as: Deloitte & Touche; Arthur Andersen; ING Barings; the Institute for Economic Research and Policy Consulting; the International Centre for Policy Studies; the Ministry of Social Protection; the Support for Economic and Fiscal Reform Project (funded by USAID and managed by Development Alternatives International); the Ukrainian-European Policy and Legal Advice Centre (European Union); and the World Bank.

EERC Newsletter

During FY01, EERC Ukraine published the *New Economist*, No. 5, Winter-Spring 2001 and No. 6, Summer-Fall 2001. The newsletter is issued several times per year and is disseminated to members of the economics community in Ukraine and around the world.

Guest Speakers

From October 1 to 5, 2000, Professor Anders Åslund of the Carnegie Endowment for International Peace and Professor Georges de Menil of DELTA (Paris, France) made a presentation to EERC master's program students. In addition to presenting the findings of their new book, *Economic Reform in Ukraine: The Unfinished Agenda*, they gave a seminar, "General Lessons from Post-Communist Transformation."

As part of EERC's guest speaker series, more than a dozen speakers addressed the EERC master's program in FY01. Highlights of this year's series included a presentation by James Wolfensohn, President of the World Bank Group, on October 6, 2000. Poland's Vice-Minister of the Economy Marcin Swiecicki spoke on November 6, 2000. On April 4, 2001, Mr. Andrew Seton, Director of EBRD in Ukraine, made a presentation to the students. In addition, U.S. Ambassador to Ukraine Carlos Pascual addressed the EERC program on April 25, 2001.

EERC Fundraising

EERC donors continued to show their support for programs in FY01 with several major renewals of funding. The Carnegie Corporation pledged \$500,000 yearly for the next two years. The Open Society Institute agreed to an additional grant of \$500,000 over two years. The Swedish government generously renewed its funding level of \$400,000, and the World Bank's GDN provided an additional \$350,000 for programs in Russia.

Small Business Loan Program (SBLP)

The Eurasia Foundation's Small Business Loan Program (SBLP) currently operates in Armenia and Ukraine and provides loans to small and medium-sized businesses. SBLP works through local commercial banks to provide financing for manufacturing and service sector projects that create jobs. The program provides much-needed capital to the fledgling private sector and intensive hands-on training to participant bank lenders in credit analysis and collection methodology. A status report on the SBLP loan portfolio can be found in Appendix E.

SBLP Armenia

In Armenia, the program currently has active relationships with three banks. Since the program's inception, 204 loans totaling \$6,305,749 were dispersed or approved with an average loan size of \$30,910. Through FY01, more than 1,400 jobs have been created by businesses as a result of their participation in the SBLP program. For FY01, SBLP Armenia disbursed and/or approved 36 loans totaling \$1,508,920, with an average loan size of \$41,914, creating 391 jobs. This compares to 32 loans totaling \$681,776 in FY00.

The overall quality of the portfolio has improved in the last two years as a result of somewhat more stable economic conditions in Armenia. The recent borrowers in the program are more established businesses that are expanding due to increased demand for their products and services. In addition, the program now sees prior borrowers returning for their second and even third loans to continue to grow their businesses.

During FY01, the Foundation's partnership with the Izmirlian Foundation concluded its second year. The Izmirlian-Eurasia Foundation Small Business Loan Program disbursed loans totaling \$709,400 with Izmirlian Foundation funds and reflows and loans totaling \$799,520 from reflows of the current Eurasia Foundation portfolio.

The Armenian banking system continues to suffer from the delayed effects of the economic downturn of 1999 and 2000. Many of the banks in Armenia are relatively weak and have thin capital and/or net income. The Central Bank is taking an aggressive stance with the banks and is increasing reserve and minimum capital requirements. In the short term, the Central Bank's actions are exacerbating the banks' predicament. The long-term goal is to build a stronger banking system by removing some of the weaker banks.

For SBLP Armenia the banking systems predicament has meant the failure of one partner bank and put another bank in financial situation that may also ultimately result in its liquidation. This has resulted in the default by these two banks on their financial obligations to the program. In the case of Credit Service Bank, recovery has already begun and there is a reasonable chance of full recovery. The future for Lend Bank is more uncertain and the eventual outcome will not be known for several months.

The most recent addition to the program, Inecobank is a current participant of the Shorebank program and has performed well under that program. The bank has a strong capital base and is well within the Central Bank requirements. Although conditions in Armenia can and do change quickly, Inecobank should be a strong addition to the program.

SBLP Ukraine

In Ukraine, the program operates with two participant banks. Since the program's inception, the program has disbursed 58 loans totaling \$3,085,328 with an average loan size of \$53,195. Through FY01 more than 500 jobs have been created by Ukrainian businesses as a result of their participation in the SBLP program.

During FY01, SBLP Ukraine experienced the second consecutive year of a dramatic increase in loan volume over the previous fiscal year. For FY01 the program disbursed 22 loans totaling \$1,337,000 and created 130 jobs. Loan volume in FY00 equaled \$865,000. The SBLP Ukraine loan portfolio performed well during FY01. At present there are no past due loans and loan losses represent only 2.30 percent of disbursements. For the two current partner banks there are no loan losses.

The Eurasia Foundation is the only lending program operating in Ukraine that offers medium-term financing for businesses needing to borrow less than \$125,000. This is of particular importance because local banks are not able to offer such loan terms due to the short-term nature of their deposits. By providing medium-term financing, the Eurasia Foundation's loan program allows the borrowers to free up funds to service additional revenue growth.

Media Viability Fund (MVF)

To address the obstacles of government control and a lack of skills necessary for independent media outlets to succeed, the Media Development Loan Fund (MDLF) and the Eurasia Foundation joined forces to create the Media Viability Fund. MVF provides low-interest loans to independent Russian and Ukrainian media companies, helping to break up government monopolies. MVF also provides training to help newspapers, and television and radio stations remain independent by operating as profitable enterprises in a competitive market.

Together, loans and training help promote the financial viability of MVF clients and shape the way local governments and potential investors view the independent media. Through on-site consultations and seminars, MVF consultants have provided training and advice to newspapers on management principles, financial management, development of editorial content, management restructuring and reorganization, newsroom structure, newspaper redesign, and the principles of good business plans.

In FY01, MVF worked with 16 clients (12 newspapers, 3 television stations, and 1 radio station); held 11 seminars and workshops; made 4 loans; and conducted more than 20 on-site consultations. A highlight of MVF's work in FY01 was the installation of an independent printing press at Altapress in Barnaul, Siberia.

Altapress in Barnaul, Siberia

With assistance from MVF an independent newspaper printing press was installed in Barnaul, a Russian city

of 600,000 people located in Siberia. This refurbished printing press is housed in a new facility and represents the first independent press in the region since 1917. The \$1.2 million loan to Altapress for the press and the building represent the first industrial investment in Barnaul since the collapse of the Soviet Union. For the past two years, the Eurasia Foundation, working through the MVF along with its partner, MDLF, has been assisting Altapress in Barnaul to improve its news publications, strengthen its finances, and extend its outreach. The company has grown from five to over 1,000 employees. Through leadership and a team effort, Altapress has managed to become the dominant publishing house in the region, publishing seven newspapers with a combined circulation of over 150,000 copies. Through arrangements with other MVF clients, Altapress also prints many other publications on its color press.

Loans, Leasing and New Clients

At the Express company in Lviv, Ukraine, and Paritet in Chelyabinsk, Russia, color, offset printing presses financed through MVF have been operating for the past three years. Express is now launching a new national paper in Ukraine supported through MVF. Another MVF client, Premier, which owns two papers and a radio station in Vologda, Russia, is to open an independent printing house with full color capacity in Spring 2002.

During FY01, MVF identified two more newspaper loan candidates: Inform-Polis (Ulan-Ude, Russia) and Molodoy Bukovinets (Chernovtsy, Ukraine). Inform-Polis is currently in the process of developing a new business plan, while Molodoy Bukovinets awaits programmatic approval by the MDLF Board of Directors.

Since 2000, MVF has been providing help and expertise to three television companies in Russia. Through leasing, all three companies—TV-2 (Tomsk), ATV (Stavropol), and Eisk-TV (Eisk)—have received modern equipment that allowed them to produce more competitive programming.

During FY01 MVF also began working with radio stations. In January 2002 an independent regional radio station, Radio Premier of Vologda, will receive a loan to upgrade its equipment.

On-site Consultations and Training

During FY01, MVF clients received individually-tailored intensive on-site consultations and training on newsroom management, financial management, production, design, marketing, advertising and sales, content management, photojournalism and graphic design management, positioning, and other issues. For the consultations and training, MVF used the expertise of Russian and foreign consultants, as well as MVF staff. Over 20 consulting trips were made during FY01.

Seminars, Workshops, Marketing Research

At the beginning of FY01, MVF worked with a Russian market research company, ROMIR, to conduct extensive readership research for five MVF client newspapers on-site. The focus was on readers and non-readers, advertisers and non-advertisers. After the research had been completed and the reports delivered to

each company, MVF held a seminar in January 2001 to further examine ways to implement the research and strengthen each publication's position in its market. After the seminar, during the fourth quarter of FY01, additional market studies were conducted for seven MVF clients.

In March 2001, MVF held a seminar for its clients entitled, "The newspaper as a whole product: producing, positioning, branding, and selling." Key components of the seminar included niche marketing, advertising sales management, editorial policy and the relationship between advertisers and the newspaper, overcoming the damaging practice of hidden advertising, and new product development. Twenty-three people from eleven independent newspapers participated in the seminar.

In August 2001, MVF organized a workshop on reporting, editing, and newsroom management. The four-day workshop in Moscow ended with the creation of an issue of a typical regional newspaper, allowing seminar participants to learn how professional journalism values allow for the creation of a better newspaper product. Eleven reporters and four editors from MVF's client newspapers participated in the seminar. The workshop was complemented by a follow-up conference, which helped managers understand how the skills practiced at the workshop can be used in their newsrooms.

Four financial seminars for MVF clients were conducted in spring and fall of 2001. In May, Arthur Andersen Consulting Group held a two-part seminar on budgeting for accountants and financial managers. In August, printing house managers and accountants spent several days at Express in L'viv, Ukraine, studying the accounting and financial management systems used at printing houses. At the end of FY01, plans were underway for two seminars on financial analysis, planning, budgeting, and internal controls for top managers of MVF client newspapers and television stations.



A Letter from Bill Maynes Following the Altapress Publishing House Opening in Barnaul, Russia

October 19, 2001

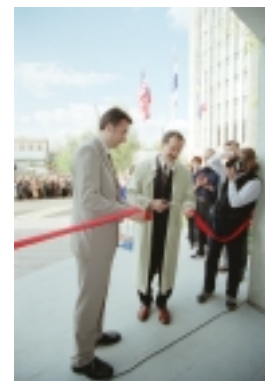
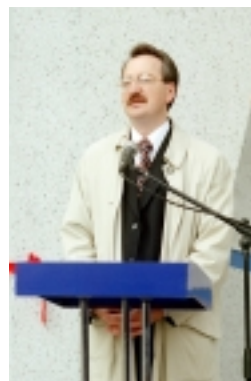
Dear Eurasia Foundation Friends and Partners,

We all need experiences to lift our spirits after the terrible events of September 11. I had one such experience in an unusual place—Barnaul, a city of 600,000 eleven times zones away in far Siberia. My mission there in late September was to assist in the inauguration of a new, independent, newspaper printing plant—the first certainly since the revolution and perhaps before.

The background is this: For the past two years, the Eurasia Foundation, working through the Media Viability Fund along with its partner, the Media Development Loan Fund (MDLF) out of Prague, has been assisting Altapress in Barnaul to improve its news publications, strengthen its finances, and extend its outreach. By September 2001 these efforts had born fruit and on Sept. 24 Horton Beebe-Center, our vice president for projects and development, and I visited Barnaul to inaugurate a new building and press acquired by Altapress as a result of a \$1.2 million loan from our partner, MDLF. The press chosen was a six unit SOLNA printing unit refurbished in Sweden.

The ceremony became a major media event. The press and the building that houses it represent the first industrial investment in Barnaul since 1991. Therefore attending the ceremony were the First Deputy Governor, the head of the Altai Krai legislative committee, and the mayor. The local television stations gave the ceremony top billing in the local media.

Barnaul itself is an unusually attractive place. The streets are wide and the buildings handsome. Because the Trans-Siberian Rail line bypassed the city, it was spared some of the disfiguring industrialization that took place during Stalin's time. With a large measure of local pride



From top:

An international collection of flags waves in front of the new Altapress building for the Solna printing press in Barnaul. ♦ Local journalists snap pictures as Yuri Purgin addresses the crowd. ♦ Bill Maynes speaks on behalf of the Eurasia Foundation and MVL. ♦ Yuri Purgin at the podium ♦ Cutting the ribbon.

and a determination to keep Moscow's bureaucrats at bay, the local citizens convey a sense of independence and enterprise.

Altapress is a post-Soviet star, to be sure. Nonetheless, neither Horton nor I was prepared for the scale of what Altapress had accomplished with our help. Eleven years ago, five journalists broke from the government paper to establish their company. Initial efforts at creating a rival paper were frankly amateur and offered little promise of success. But through leadership and team effort, Altapress has managed to become the dominant publishing house in the region. It now publishes six newspapers with a combined circulation of a hundred fifty thousand copies a week in a city of 600,000. The company has grown from five employees to over one thousand working in the newsroom, sales department, advertising agency, distribution network, and retail outlets.

The owners are not only sound businessmen, they are also excellent journalists. We were impressed, for example, by the way they covered the tragic events of September 11. They stopped the presses and under urgent time pressure produced a four-page insert that fairly and in a comprehensive manner covered the terrible fate of New York City. The editors took the initiative to telephone citizens of Barnaul studying in the United States to ask them to provide Russian readers with a first-hand account of the American reaction. All this was done racing against enormous deadline pressures. I don't think many US papers could have done better.

We toured both Altapress and the formerly dominant government presses on the same day. The first was humming with activity and movement. The government press, technologically a dinosaur by comparison with the new Altapress machine, was almost dead: a few workers sat around reading novels waiting to print the government newspaper later in the day.

Horton and I came away intensely proud of the Foundation's association with Altapress not only because of what has been accomplished there but because three other MVF clients in Russia chose to send their editors to the ceremony in order to see what lessons they could derive. They came away as impressed as we were. One hopes that we will see the contagion of a good example.

Following us around in Barnaul was a young Australian

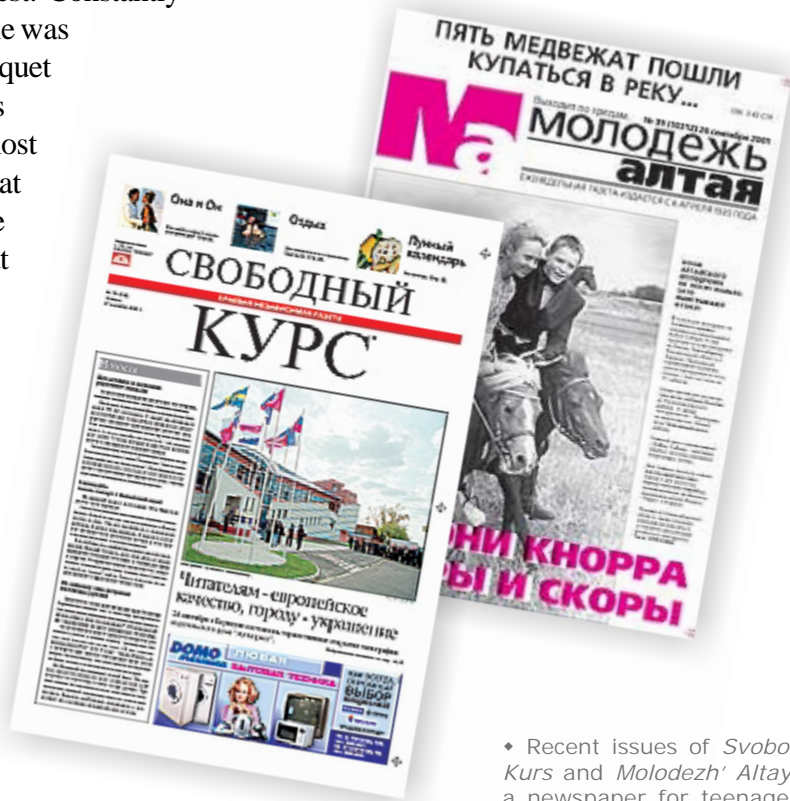


From top:

After the ribbon cutting, Horton Beebe-Center and Bill Maynes read a special edition of *Svobodny Kurs* as it rolls off the Solna printing press. ♦ Dmitri Surnin, director of MVF, admires his client's quality work.

journalist who began with all the cynicism that one associates with a journalist from the West. Constantly looking for the dark side of the story, he was finally forced to confess at the final banquet that he had been obliged to suspend his skepticism: Altapress was one of the most remarkable success stories in Russia that he had witnessed. His problem now, he claimed, was to persuade his editor that he was not making all this up. I have attached to this letter the article he wrote.

Altapress demonstrates that it is possible in Russia to operate a private newspaper profitably and serve the larger interests of the community. Central to its success is of course leadership. The management team that runs Altapress is remarkable. But such talent must lie elsewhere. Our task is to find it.



♦ Recent issues of *Svobodny Kurs* and *Molodezh' Altaya*, a newspaper for teenagers.

Charles W. Maynes

Sincerely,

Charles William Maynes
President, The Eurasia Foundation

IV. Report By Strategic Objective

Report by Strategic Objective

Below is a broad narrative with selected highlights demonstrating the topical and geographical breadth of Eurasia Foundation activities in FY01 organized with reference to USAID Strategic Objectives (SOs) 1.2, 1.3, 1.4, 2.1, 2.2, and 2.3. For more detailed information regarding Foundation grants or specific SOs in certain countries or regions, please refer to Appendices B and C.

Note: Since some strategic objectives are broader than others, certain grants could theoretically be categorized under multiple SOs; in such cases, a decision was made to classify the grant in a single SO category. For example, many of the grants that the Foundation makes in support of economics education or the development of private enterprise also support greater citizen participation in political and economic decision-making because these grants are often given to nongovernmental organizations (NGOs). All grants made in the last fiscal year are recorded and reported only once under the most appropriate SO.

SO 1.2: Increased soundness of fiscal policies and fiscal management practices.

Rationale: The difficult economic situation in many NIS countries necessitates sound, consistent fiscal policies. Notwithstanding the progress made in this area through technical assistance and reforms undertaken by the governments of Eurasia themselves, the need for skilled practitioners to implement change remains. Economics and business education and training programs and the development of professional associations are invaluable to meeting these needs.

Activities: The Eurasia Foundation addresses the challenge of improving fiscal policy and management practices both through the Economics Education and Research Consortium (EERC) and through its grantmaking programs.

Operating in Russia and Ukraine, EERC builds professional capacity in economics through support for policy-oriented research and graduate-level economics education. In Russia, EERC has created an independent network of economists pursuing policy-oriented economic research. EERC's Russian research program offers network members a combination of competitive grants, technical assistance, and opportunities for professional publication. During FY01, two research workshop/grant competitions were conducted, yielding 219 proposals. In addition, EERC introduced a new research internship in FY01 to complement its development grants.

In Ukraine, EERC administers a master's degree program in economics, the first in the country to be recognized internationally for the quality of its teaching and its graduates. The program is run in conjunction with a Ukrainian partner, the National University of Kyiv-Mohyla Academy. The two-year curriculum offers English-language coursework similar to programs in Western Europe and North America. In fall 2001, the incoming class was comprised of 58 students.

In Central Asia, the Eurasia Foundation supported SO 1.2 through a FY01 grant awarded to the International

Management Training Center located in Uzbekistan. The center encouraged improved university-level business education practices in the country by training 240 business and management teachers from local colleges in modern, interactive teaching methods. As a result of this training, the professional qualifications of participating teachers were improved. In addition, teachers were given the tools to train additional business educators in other regions of the country.

In the Caucasus, another example of a Foundation grant that addresses SO 1.2 was made to the Azerbaijan Association of Certified Accountants. This grant facilitates the transition from the former Soviet accounting system to more modern international accounting standards. The long-term outcome of the project is the introduction of an acknowledged system of local certification for Azerbaijan's accountants based on recognized international standards.

SO 1.3: Accelerated development and growth of private enterprises.

Rationale: Small businesses represent the first link between the market economy and ordinary citizens. To strengthen this link, new enterprises need a sound infrastructure and accessible resources. This underlying system is comprised of: business education and demand-driven professional training programs; sustainable business support associations; the removal of regulatory impediments to the emergence of small business; and effective legal mechanisms to protect economic rights.

Activities: The development of human resources is vital to the growth of private enterprise. To this end, the Eurasia Foundation has made grants to organizations that are dedicated to working at the local level to improve business knowledge through training programs and the establishment of business associations. In addition, the Foundation has sought to improve the quality and sustainability of business education programs in the NIS through the support of undergraduate and graduate business education programs.

An example of grants in support of SO 1.3, and a highlight of FY 2001, was the South Caucasus Regional Tourism Promotion Competition. This competition promoted region-wide projects that focus on the dissemination of best international practices and internationally recognized standards, as well as, on improvement of public policy related to increasing regional tourism in the South Caucasus. Through a two-stage grant competition, commercial and non-profit partnering organizations from Armenia, Azerbaijan, and Georgia identified problems that impede tourism and proposed projects to assist in the development of the tourism industry. The competition awarded \$347,586 in grants to organizations (one from each country) to develop four regional projects for the promotion of tourism.

In support of SO 1.3 in southern Russia, the Foundation provided a grant to Saratov Technical University to improve the training of future small and medium-sized business managers by implementing an innovative university business program. The program combines basic business knowledge with advanced computer education in the framework of model student companies. Trained under the new methodology, 60 students are developing 10 commercial Internet applications for local small and medium-sized businesses.

In FY01, the Foundation approved a partnership grant between the Research Foundation of the State University of New York (Buffalo) and Yanka Kupala State University in Grodno, Belarus. The purpose of the grant was to implement the third phase of a Western-style Master's in Business Administration (MBA) program. The Riga School of Business, Riga, Latvia, is also serving as a partner under this grant. All of the grant funds will support: continued faculty training; the development of regionally-oriented case studies and teaching materials; the establishment of an English Language Center; the strengthening of the academic and administrative infrastructure of the program; and the implementation of the first year of the MBA program.

SO 1.4: A more competitive and market-responsive private financial sector.

Rationale: The shortage of capital in the NIS is an obstacle to the growth of small business, the expansion of the non-profit sector, and an effective local government. The Foundation's Small Business Loan Program (SBLP), which works through financial intermediaries, provides much-needed access to capital for small business and private entities. Through its grant program, the Foundation also works to assist organizations that have been established to promote sound financial structures in the public sector.

Activities: The Foundation's efforts under this strategic objective focus on the infusion of capital into the small business sector while fostering sound professional and ethical business practices. The Foundation's lending programs in Armenia and Ukraine continued to grow in FY01 despite weak financial conditions, particularly in Armenia.

SBLP partners with local commercial banks to offer small business loans. Emphasizing intensive interaction between SBLP and local bank personnel, the program introduces small business credit analysis and collection methodology to partner banks. Eurasia Foundation loans also create jobs in economically depressed regions and instill practical business experience in a new generation of entrepreneurs.

In FY01, the SBLP in Armenia disbursed and/or approved 36 loans totaling \$1,508,920 and creating 391 jobs. Since its establishment in 1995, SBLP Armenia has disbursed more than \$6.5 million through 204 loans creating more than 1,400 jobs. In FY01, SBLP Ukraine made 22 loans totaling \$1,337,000 and creating 130 jobs. Since its inception, SBLP Ukraine has disbursed \$3,085,328 through 58 loans creating more than 500 jobs. The status of the Loan Portfolio as of September 30, 2001 can be found in Appendix E.

The Foundation's support of a more competitive and responsive private financial sector in FY01 includes grants made to support microlending services and public awareness about financial options. For example, in Russia's Orel Oblast, the Foundation made a grant to the Orel Regional National Foundation for the Support of Small Enterprise for a microfinance project, which alerts the public to its services via mass media outlets. Credit officers have been trained in eight districts, and provide consultations and training for entrepreneurs. In Russia's Murmansk Oblast, the Foundation supports a similar microfinance project. As a result of these two Foundation-funded microlending operations, approximately 700 micro loans will be disbursed to Russian entrepreneurs.

In order to increase public awareness of trends in Georgia's securities market and foster the skills of securities market specialists, the Foundation awarded a grant to the Georgian Securities Industry Association in FY01. As a result of this grant, the association publishes a regular bulletin for securities market professionals, has compiled two books of relevant legislation, and had a newspaper insert printed in a popular Georgian newspaper. The newspaper has continued publishing the insert since completion of the project. In addition, the association has conducted consultations free-of-charge for participants in the securities markets.

SO 2.1: Increased, better-informed citizens' participation in political and economic decisionmaking.

Rationale: Citizen participation in political and economic life is necessary for a successful transition to democracy and a market economy. In most NIS countries, citizens do not have the knowledge and skills necessary to actively participate in civil society. Although ten years have passed since the demise of the Soviet State, many citizens of NIS countries remain reluctant to make their voices heard. Likewise, restrictions on the free flow of information continue to jeopardize the development of an informed citizenry capable of making important decisions.

Activities: Grants and projects of the Eurasia Foundation seek to stimulate political and economic conversation and understanding that can in turn be used to influence political and economic processes. The Eurasia Foundation's efforts under this strategic objective focus on support for independent media and NGOs that are working to disseminate information through broadcast, print, and electronic communications. The Media Viability Fund (MVF), operated by the Foundation in concert with the Media Development Loan Fund in Russia and Ukraine, seeks to promote fair and free media. Although a wide variety of nongovernmental publications have emerged to provide citizens of Eurasia with news and information, obstacles continue to hinder the development of truly independent media. First, most nongovernmental newspapers still rely on government-controlled printing presses and distribution systems, which often exist as monopolies, limiting press freedom. In addition, owners and editors often lack the necessary management skills to operate their news vehicles as financially viable enterprises that ensure sustainability.

MVF provides low-interest loans to independent Russian and Ukrainian media companies, helping to break up government monopolies. MVF also provides training to help newspapers and television stations become independent by operating as profitable enterprises in a competitive market. Together, loans and training have helped promote the financial viability of MVF clients and shape the way local governments and potential investors view the independent media.

In addition to its special projects such as MVF in Russia and Ukraine and the Media Strengthening Program (MSP) in Armenia, the Foundation also provides grants to NGOs that work to further a free and independent press throughout the NIS. In Central Asia, the Foundation provides crucial support to the only independent press centers in Kazakhstan and the Kyrgyz Republic.

In Kazakhstan, the Foundation supports the Kazakhstan Press Club, which has provided subsidized press

conferences to more than 60 NGOs in the last year. The Kazakhstan Press Club plays a valuable role in Kazakhstan's political and economic life. For example, in FY01 the Press Club organized a press conference for the newly formed movement, Democratic Choice, a reformist coalition composed of ex-ministers from the President's cabinet. In Kyrgyz Republic, Foundation support of the AKI-Press enables it to provide press conference and wire service capacities for the Kyrgyz market. AKI press wires are frequently picked up not only by the local press, but its English-language wire is often cited by the BBC monitoring service and other international news services. It provides the only alternative to the government-owned wire service.

In Russia's Chelyabinsk region, the Foundation supports the region's only independent newspaper, *Chelyabinskiy Rabochiy*. A FY01 grant resulted in the procurement of new computer equipment and software for the paper. This equipment will enable the publication to introduce new management methods, better reporting techniques, and more sophisticated analysis of the newspaper's needs.

In support of SO 2.1 in Azerbaijan, the Eurasia Foundation awarded a grant to the NGO "Young Enlighteners," to improve public access to objective and diverse information on the country's recent accession to the Council of Europe. The project helped 10 media representatives and 20 NGOs receive complete and quality information about European Institutions and about possibilities for cooperation. The project widely disseminated information through various publications and media, including a broadcast of 10 quality documentaries on a private TV channel. Subsequent monitoring revealed an increase in the activity of mass media, youth and human rights NGOs whose missions are related to European institutions. Three of the NGOs trained by this program have already established cooperation with international organizations such as the Organization for Security and Cooperation in Europe (OSCE), the European Commission, and the Council of Europe. In the long-term, it is likely that an increased number of contacts between local NGOs and European institutions will be made, resulting in more effective local NGOs.

SO 2.2: Legal systems that better support democratic processes and market reforms.

Rationale: The rule of law depends on a formal infrastructure, effective and current legislation, and individuals skilled at navigating the system and understanding the law and its implications. While a great deal of important work has been accomplished in establishing the rule of law in the NIS, bottom up pressure—to test these new structures, to provide qualified specialists to operate the systems, and to offer citizen access to these systems—is essential if these changes are to have a tangible effect on the lives of citizens.

Activities: The Eurasia Foundation addresses the strengthening of legal systems by: promoting legal advocacy groups; encouraging alternative dispute resolution; supporting professional legal associations; and supporting local efforts to improve the quality of legislation and regulations.

In FY 01, the Foundation supported SO 2.2 through the establishment of several regional legal clinics in the Kyrgyz Republic. These clinics provided more than 1,700 legal consultations to local people, enabling them to fight for their rights in commercial and administrative disputes. In one notable instance, with the help of the

legal clinic a woman won a case against the government in the Supreme Court of the Kyrgyz Republic. USAID/CAR's new program to support legal clinics (run by ABA/CEELI) will work with the legal clinic as the core of their new program. The head of the Foundation-funded clinic in Bishkek will also be running ABA/CEELI's new Street Law program.

In Russia's Far East, a grant in support of SO 2.2 was awarded to the Amur Regional Branch of the Russian Youth Union of Lawyers to create a center for public discussion on social and economic issues and new laws. The project included training for local NGOs, citizens, and business people on legislative and decision-making procedures, as well as organized discussions on four draft laws. The project additionally provided public-opinion sampling on issues important to the region. These activities were designed to enhance the quality of new legal documents and the overall efficiency of the regional legislative body.

To further the implementation of legal and judicial reforms in Georgia, the Foundation supported the creation and publication of a book that presents a study of various court decisions in seven Georgian towns. One thousand copies of the book will be distributed free of charge to judges, libraries, institutes of higher learning, NGOs, and specialists. In addition, legislative recommendations will be developed and presented to the Parliament to facilitate relevant changes to legislation.

SO 2.3: More effective, responsible, and accountable local governments.

Rationale: Under the Soviet regime, local government officials were charged with carrying out instructions and commands from a central authority. Local governments did not have to be responsive to the needs and desires of their citizens and were largely inaccessible and ineffective. The breakup of the Soviet Union changed the climate dramatically, with local government officials now able to drive local decisionmaking. At that point, the problem local governments faced were a lack of experience and leadership to implement systems and procedures for serving their citizenry. Training of local officials in how to administer government became necessary. In addition, dissemination of information to individuals on what to expect of their governments became critical.

Activities: The Eurasia Foundation helps promote the development of more effective, responsible, and accountable local governments primarily through its grantmaking program. For example, in an effort to improve local government services in Armenia, the Foundation awarded a grant to the Community Finance Officer Association to create a municipal information-analytical center. The project provided the software for the creation of municipal information and analysis systems, as well as equipment for the center. In addition, the project provided information on municipal issues to the population, and created a mechanism for citizen feedback.

In Tajikistan, the Foundation provided a grant to the Center of Municipal Servants to provide retraining for approximately 100 local government employees in rural counties and small towns. Using objective criteria, they will measure the effectiveness of municipal services in their towns and counties and make recommendations for more efficient work, which will be presented to town leaders.

In Novosibirsk, Russia, monthly press conferences and round tables on local issues are held as a result of a Foundation grant to the Novosibirsk Press Club. Local officials, mass media, and small business representatives attend these conferences to address challenges for small and medium enterprise development, and to work on changes and amendments to local legislation. The project is leading to more open coverage of decision-making on small business issues and promotes local government accountability.

V. Appendices

Appendix A:

Success Stories Written in FY01

Promoting the Non-Profit Sector in the Pamirs

How NGOs are Making a Difference in the Gorno-Badakhshan Autonomous Oblast of Tajikistan

Khorog, Tajikistan

Story and Photos by Jennifer Marsh
Tashkent Regional Office

“Look around at the beauty of this place,” says Ogonazar Aknazarov as he gestures at the surrounding mountains. He is standing in Khorog, capital of the Gorno-Badakhshan Autonomous Oblast (GBAO) in southern Tajikistan. “But we pay a price for this beauty—isolation,” he notes. “That’s why I’m working to let our people know about the potential inside them all.”



The Pamir Ecological Center has been instrumental in helping the NGO sector take off in the Gorno-Badakhshan Autonomous Oblast of Tajikistan. A grant from the Eurasia Foundation helped the center establish an NGO resource center for the entire region.

A biologist by training, Ogonazar heads the Pamir

Ecological Center, the first nongovernmental organization (NGO) in the region. He initially started the center in order to help preserve the environment and inform people about ecological issues and soon realized that he first needed to devote his efforts to spreading the word about civic activism. “Before people can work to save the environment, they have to understand that they have the ability to change the present situation,” says Ogonazar.

That is no small feat in a place like the GBAO. The absence of an independent news media, combined with a society awaiting support from above, has instilled a sense of apathy in the population. Sharing borders with war-torn Afghanistan, China’s Xin Republic, and the Kyrgyz Republic while separated from the capital, Dushanbe, by a vast mountain range, this region may as well be the end of the earth. It covers a little less than half of Tajikistan, yet only three percent of the country’s population lives in this inhospitable land. The average salary is just \$2 or \$3 a month.

The GBAO was formed in 1925 as part of the Tajik Autonomous Republic of the USSR. But the area never really took part in the great era of Soviet industrialization. Its pristine valleys remained perhaps the most isolated and underdeveloped territory of the former Soviet Union. Due to its lack of industry, eighty percent of the region’s budget came directly from Moscow.

Civil war gripped Tajikistan after the Soviet Union collapsed, and the people of the GBAO were left in a dire situation. Without assistance from a central government and with no industry to speak of, the Pamiri people faced



The Gorno-Badakhshan Autonomous Oblast sits in the steep Pamir Mountains bordering China and Afghanistan.

illness, hunger, and violence in their community. In 1992, the GBAO nominally declared its independence from Tajikistan and sided with the rebels in the civil war. Consequently, the government in the capital, Dushanbe, ostracized the region and refused to send food, supplies, or any other assistance. International organizations such as the Aga Khan Foundation, the United Nations, and the International Federation of the Red Cross and Red Crescent Societies came to the rescue with

humanitarian aid.

The situation has stabilized over the past few years, but there is still little official support. Today, leaders are stepping up to help the community solve its own problems without help from the government. Just a few years ago, civil society did not exist in this region. Most people were unaware of the laws, their rights, or what it meant to be community activists; they assumed that it was impossible to actively improve their circumstances. With the encouragement and guidance of international donor organizations, however, local NGOs began to materialize in the mid 1990s.

As the first Eurasia Foundation grantee in the region, the Ecological Center (known as the “EcoCenter”) received a \$19,736 grant in 1996 to establish a resource center to help the local NGO sector develop. In the five years since then, the center has provided training and individual consulting sessions to NGO leaders and citizens alike in the GBAO cities of Khorog, Rushan, and Gant. The training and consulting sessions cover a wide range of issues including organizational management, fundraising, cooperating with government offices, and working with the news media.

As a direct result of the EcoCenter’s seminars in the Pamirs, NGOs have started springing up in unlikely places. The Xon Social Fund, registered in March 1999 in Rushan, provides assistance to local handicapped and underprivileged families. Ramazon Abdulalyev, the fund’s director, credits the EcoCenter for introducing him to the principles of civic leadership and providing the information that he needed to get started. “If the EcoCenter didn’t exist,” he says, “we wouldn’t exist.”

Habot Dodhudoyeva heads the NGO Madina, which focuses on creating new jobs for women through handicraft production. Madina recently received an \$11,192 grant from the Eurasia Foundation to establish a women’s business



The beautiful Pamir Mountains isolate the GBAO from the rest of Tajikistan.

resource center that will focus on introducing training programs on topics such as developing a business plan, locating sources of financing, and marketing. Says Dodhudoyeva, “The women have the skills and the know-how. Our job is to teach them how to market their products and how to manage and expand their small businesses.”

Other new NGOs that have benefited from the EcoCenter’s programs include Gorxon, located in the Ishkashim region, which makes leather shoes for the elderly, orphans, and refugees. Another NGO, Bunyod, is working to educate farmers on legal and tax issues in the town of Rushan, while the Najot, Rukh, and Orbita NGOs are all active in Khorog on issues such as rehabilitating drug users, developing agribusiness, and lowering unemployment.

Many more initiatives are starting up every day as the EcoCenter helps people in the GBAO break free of the Soviet mentality that assistance should be handed to them. They are beginning to realize that, with knowledge and perseverance, they are able to vastly improve their quality of life through their own efforts.

The EcoCenter’s activities are only a first step in introducing the region to the new concept of creating solutions at the grassroots level. Civic leadership can and will be a powerful tool for the people of the GBAO. Ogonazar, Ramazon, Hobot, and their new NGOs are proof that a new group of leaders is determined to take a more active role in the development of their society. “People now understand that they can make a difference,” says Ogonazar. “This is a new idea for us: improving our own lives at our own initiative.”

Assistance in Destiny
A Moscow organization re-writes legislation and helps
graduates of Russian orphanages find housing.

Moscow, Russia

Story and photos by Alan Moseley, Moscow Regional Office

In 1991, when Alexei Golovan and his partner Nail Shamsutdinov founded the Assistance in Destiny orphan support organization, they knew they were getting into something that could last a lifetime. “It’s a very personal question,” Alexei explains, “but there came a time when I understood that I couldn’t leave this work. Sometimes it’s tough, but when you help one kid, from the beginning to the end, at that moment there’s always another who comes along and who trusts you, and trusts your organization, and I see that no one else can help him like we can.”

Nine years later Alexei estimates that Assistance in Destiny has given help to nearly 900 young people—all orphans struggling to take their first steps in the world beyond the orphanage walls.

Though Assistance in Destiny works exclusively with orphans in their post-institutional lives, they will help in any way they can. “We don’t divide their problems into those areas where we’ll help and those where we won’t. We’ll try to help them with any problems life puts in their way,” says Alexei.

And the problems of orphans in today’s Russia are legion. Among the children and young adults leaving state care in the Russian Federation, one in three becomes homeless, one in five ends up with a criminal record, and as many as one in ten commits suicide.¹ Such grim statistics can partly be explained by the large-scale institutional approach still taken in Russia to childcare and its severely negative effects on child development. While other countries have increasingly turned to smaller residential and foster-care programs, Russia has kept its Soviet-era system of large institutions mostly in place. Today it is estimated some 625,000 Russian children are under state care, and the numbers are growing. Russian children are abandoned to the state at a rate of over 100,000 a year—up dramatically from just under 70,000 in 1992.²

Against this backdrop, Alexei and Nail and their colleagues at Assistance in Destiny saw that orphans leaving the orphanage, independent for the first time in their lives, desperately needed a stable place to live. “A person who doesn’t have his own place to live, a person without parents or without any connection to them is at an extreme disadvantage,” Golovan explained. “He’s dependent on people who don’t care about him—people who often lie to him and cheat him. If a person doesn’t have his own corner of the world, it’s useless to give him money or help him find a job—none of this will make a difference unless there’s somewhere for him to go.”



Alexei Golovan and his colleagues at Assistance in Destiny. From left to right: Alexei Golovan, Natalia Nazimova, Elena Molchanova, Natalia Zvonkova, Andrei Vlasov, and Nail Shamsutdinov



Anya Martinova will have a place of her own for the first time in her life.

According to Russian law, orphans are entitled to receive housing from the state when they graduate from the orphanage. The city of Moscow each year determines the need for housing based on the number of orphans leaving the orphanage system and sets aside municipally-owned living space for their use. The housing orphans have received in the past, however, has often been uninhabitable, overcrowded, or back with the families who originally gave them up—many of whom have serious problems of their own.

Aiming to improve and expand legislation protecting the housing

and property rights of orphans, Assistance in Destiny won an \$18,776 grant from the Eurasia Foundation in 1998. They drafted a law that included a number of major improvements on existing legislation. First, the group recommended that an initial period be established during which orphans cannot sell the apartments they have received, and that orphans being resettled not be moved back in with the family members who had originally abandoned them to state care. Their proposed law also stipulated that orphans graduating from state care must receive a one-bedroom apartment, and not merely a room in one of Russia's notoriously overcrowded communal apartments. Finally, their new legislation outlined a clear set of procedures for processing the paperwork related to arranging housing for orphans and included orphans in the "risk group" category—groups that are understood to be especially vulnerable and who receive special legal protection.

After Assistance in Destiny had researched the problem and determined the shape of legislation to remedy it, the group endeavored to raise public awareness and win the support of Moscow lawmakers. The mass media was a key element of their strategy: they managed to capture the interest of local journalists, who ultimately published a number of articles revealing the tragic fates of many orphans in their post-institutional lives. They also began a letter-writing campaign, which eventually caught the attention of Moscow Mayor Yuri Luzhkov himself. Finally, on August 31, 1999, a year after the Eurasia Foundation grant, the provisions of Assistance in Destiny's new law were adopted by the Moscow City Duma.

The New Law and Real Life: Anya Martinova

Anya Martinova is a graduate of the Russian orphanage system who went to Assistance in Destiny for help in 1999. Her mother, a severe alcoholic, relinquished her parental rights when Anya was in the second grade and gave her over to state care. While Anya was able to see her relatives on occasional weekend visits and holidays, her only real home was the orphanage. When she graduated from the orphanage at age 15, Anya's official residence should have been back in the apartment with her mother and several other relatives; but, she says, her mother and an uncle there were drinking heavily, making it impossible to live in the same apartment with them. Instead, she moved in with a friend from the orphanage, sharing a single room in a communal apartment with six

¹ UNICEF. *Children at Risk in Central and Eastern Europe: Perils and Promises*. (Florence, Italy: UNICEF International Child Development Centre, 1997), 89, quoting J. Harwin, *Children of the Russian State* (Avebury, Aldershot, 1996).

² Human Rights Watch. *Cruelty and Neglect in Russian Orphanages*. (Human Rights Watch, 1998).

other people. Now, nearly eight years later, Assistance in Destiny is helping her leave the communal apartment and move to a place of her own for the first time. “Of course it’s scary,” she admits, “because I’ve never had any place of my own. All my life I’ve lived in a group with other people, but now, when I’m working and trying to study all at once, I need peace and quiet.”

Anya, who works at a recording studio and takes legal classes, heard of Assistance in Destiny through a friend. “They don’t turn anyone away,” she says in amazement. “No matter what kind of problem you have, they listen to you, and they help you solve it.” Alexei and his staff helped her collect all the required documents, pursued her case with the city authorities, and in less than a year a new one-bedroom apartment was found and transferred to her possession. “If I hadn’t found Assistance in Destiny, I really don’t know what I would have done,” she says. “I’d probably still be in that little room with six other people, everyone trying to get along and keeping different schedules. . . . You can imagine how difficult it is.”

The new law that Assistance in Destiny drafted is proving useful even for those orphans lucky enough to have received an apartment earlier. Elena Zorina-Kinkler, an employee of another orphan-assistance organization, explained that, before the legislation, children leaving orphanages often ended up homeless.

“Kids coming out of the orphanage would be in a rush to sell their apartments. They’d sell their apartment, spend all the money, and that’s it. . . these kids would end up as bums—that’s the only thing you could call them. They had nothing.” Now that the law prevents them from selling their apartments for five years, Alexei Golovan explains, “they have a chance to get used to life outside of the orphanage and to find out how much that apartment is really worth. That way, they won’t sell it for, say, a couple of chocolate bars and a few bananas. They have a chance to get used to the idea that this is theirs. They’d never possessed anything before this apartment; they could never really feel like owners.”

Alexei, Nail, and their colleagues at Assistance in Destiny hope that the example they have set in Moscow will be applied in other parts of Russia as well, and they are currently working with lawmakers to establish a similar version of their legislation in the greater Moscow area. The problem of proper housing for orphans in the regions, they say, is solvable—if citizens and organizations can generate the political will. As Nail adds, “the most important issue is how to increase the level of civil society—to increase the level of responsibility of public officials for the well-being of their fellow citizens. Just like we were able to do here in Moscow.”

Focusing on the Next Generation

How the Junior Achievement Program Has Helped Tajik Youth Gain an Understanding of Free Enterprise and Free Thinking

Khujand, Tajikistan

Story and Photos by Jennifer Marsh
Tashkent Regional Office

When Malim Rustamov visited Texas in 1993, he was shocked to experience a market economy in action. “It was unlike anything I ever imagined,” he exclaims. “When I was in school, we studied Soviet political economy, which is like night and day from Western economics. So, when I picked up a textbook on market economics, I read the whole thing in one evening! I realized then that free enterprise is very important for our country’s future and that we need to teach our children about it.”

Malim is the principal of a private school in Khujand, a large city tucked in the corner of Northern Tajikistan. The country’s transition to a market economy has left many unemployed and struggling to survive. As a school administrator, Malim saw great potential in the youth of his city and wanted them to share his newfound knowledge of market economics. As fortune would have it, he met Gulbahor Makhkamova, a local community activist who introduced him to the Junior Achievement Program of Uzbekistan, a Eurasia Foundation grant recipient.

Since 1919, Junior Achievement has changed the lives of more than thirty million young people by teaching them the value of free enterprise, business, and economics in improving the quality of their lives. The Eurasia Foundation has been instrumental in supporting Junior Achievement in Tajikistan and throughout the former Soviet Union, having funded thirty-nine projects in those countries, totaling nearly \$1 million. From Moldova to the Russian Far East, the Eurasia Foundation is funding Junior Achievement’s efforts to convey a fundamental understanding of free enterprise to the children of this region, ensuring that they are prepared to meet the challenges of a global economy.

After trying a Junior Achievement pilot program in his private school, Malim was impressed with the results. “Parents would walk up to me and say, ‘My son knows more about economics than I do! Can I borrow a book?’



The Eurasia Foundation helped Malim Rustamov and his colleagues bring Junior Achievement to Khujand. Students of all ages are now learning how to apply market economics to daily life in their Northern corner of Tajikistan.



The Tajik city of Khujand sits in the Ferghana Valley between Uzbekistan and the Kyrgyz Republic.

Malim realized that the students were getting more involved in their studies as a result of the new program, and he began to look for a way to introduce the program to a larger audience. Government funding, however, for educational programs outside of the public school system is practically nonexistent in a region where the schools are run down and teachers barely paid. Malim knew that costly training for teachers and textbooks would be needed if the Junior Achievement program was to be implemented effectively for the broader community.

Malim teamed up with Gulbahor, and together they turned to the Eurasia Foundation for help. Their proposal led to an \$11,000 grant in 1998 through the Foundation's Cooperation and Exchange in Central Asia Competition. They then joined forces with Junior Achievement of Uzbekistan, which trained forty-five teachers from Khujand and surrounding areas in the methods of teaching market economics. They returned not only with newfound knowledge, but with new teaching methods, as well. Just two years later, the new environment in the classrooms is evident to any visitor.

Through its training programs for teachers in the former Soviet Union, Junior Achievement encourages them to expose their students to a new style of teaching and, consequently, thinking. The Junior Achievement method has made a noticeable change in the way students interact with each other and with their teachers. In the past, teachers used the Soviet method, which is restrictive and intentionally limits a student's ability to think creatively. As Nataliya Yurenkovo, a Junior Achievement-trained teacher in Chkalovsk, a town near Khujand, explains, "The Soviet method never let students form their own opinions. It taught us that the textbook is right and everything else is wrong. The method we learned through Junior Achievement encourages the art of discourse. The idea that a student can debate with a teacher is completely new to us, but it's great! The students are learning to use their minds—they're learning to think for themselves," she exclaims. Some teachers have even complained that the new method is disrupting the learning process. "The other teachers just don't understand it yet, but they will," Nataliya says hopefully. "Just give them time."

One reason why the Junior Achievement program has been so effective is that it is not simply a textbook course; it has a practical component as well. After studying the basic principles of market economics, students are required to create and run their own small businesses. Sukhrob Makhmudov, a graduate of Malim's school, explains how he and his classmates decided to create a game show business. "We borrowed 20,000 Tajik



The Junior Achievement program combines textbook study with the first-hand experience of starting a business. Sukhrob Makhmudov, far right, and his classmates started their own enterprise with a loan of 20,000 Tajik rubles, an initial investment that they nearly doubled.

rubles (about \$12) to start our business,” he recalls. “We thought it would be easy. But this experience showed us that running a business in a market economy is really hard work.” In the end, the students were able to repay the loan, and the business even saw a profit of \$10. “That may not seem like a lot of money in other countries,” notes Sukhrob, “but here in Khujand, where the average salary is two or three dollars a month, it’s pretty good.”

Junior Achievement has become increasingly popular throughout Central Asia and the rest of the former Soviet Union as both teachers and students scramble to learn about the program. Over eighty schools in Tajikistan’s Leninabad Oblast alone now teach the program. According to Malim, “Many teachers come to me for advice. They want to know what it’s all about and how to receive training.” Sixteen rural teachers from the oblast recently underwent training, but Malim notes that many more are waiting. Next, Malim, Gulbahor, and their colleagues hope to open a resource center for Junior Achievement instructors. “We want to provide a place where teachers can come for help, exchange ideas, or just make copies,” says Malim. He and his colleagues are also working with a group in Dushanbe, Tajikistan’s capital city to the south, to introduce the program to students and teachers there.

Proudly Waving the Bar-Code of Azerbaijan: *The Khazri Scientific and Engineering Center*

Baku, Azerbaijan

Story by Lala Rzayeva and Derek Norberg, Eurasia Foundation Azerbaijan Office

Photo by Vagif Jabrailov

“Without its own bar code prefix, Azerbaijan has suffered on the world market,” says Vafa Aliyev, Director of the Khazri Scientific and Engineering Center. “But this is more than just a matter of labeling; this is a matter of national prestige, after all. As an exporter in today’s international marketplace, Azerbaijan needs to have its own bar code and related systems.”

Bar coding is a worldwide technology used to identify goods and services automatically. Bar codes, otherwise known as UPC symbols, can contain extensive information such as the identity of the producer, the product, dates of issue and expiration, and, importantly, country of origin. This simple set of black bars in a white box on the back of every packaged product can eliminate the flaws of manual data entry while also accelerating the speed and reducing the cost of recording and searching for product and inventory information.

Until recently, Azerbaijan’s producers and exporters were forced to either go without bar codes or borrow those of neighboring countries such as Russia and Turkey. “Russian and Turkish bar codes on export products kept us from promoting the national goods and trademark of Azerbaijan,” explains Aliyev. “This was also to our disadvantage, because foreign bar codes are expensive and time consuming.”

With a \$26,607 grant from the Eurasia Foundation in August 1999, the Khazri Scientific and Engineering Center established a training and demonstration center specifically for bar codes and conducted seminars to promote the advantages of bar coding among Azerbaijan’s business community. The Khazri Center is a founding member of Azerbaijan’s bar coders association, EAN- Azerbaijan, which is in turn a member of EAN International. EAN



The Khazri Center's efforts to bring Azerbaijan into the international bar code system mean its products are now recognized in markets around the world.



The Khazri Center created a Web site for EAN Azerbaijan, where it lists more than 50 member companies. To visit the Web site, go to <www.ean-az.org>.

International, which uses the acronym for “European Article Numbering” in its title, is a Belgium-based association that develops bar code systems to help manage global supply chains efficiently through the use of bar codes on export products and shipping containers—and even shipping locations and services.

Under the Eurasia Foundation grant, four specialists from the Khazri Center traveled to Moscow to train at the EAN-Russia facilities. In June 1999, EAN-Azerbaijan became a full member of EAN International and implemented a national bar code system for local products that has since grown to include more than 1,300 items. Products from Azerbaijan now carry the bar code prefix “476” to identify it as the country of origin in accordance with international standards.

“We are a non-government, non-commercial, independent volunteer organization,” explains Nigyar Nazarova, a member of EAN-Azerbaijan. “I want to stress the ‘non-government’ status because, according to EAN-International’s charter, state institutions are not allowed to join the association. We conduct regular training seminars to highlight different aspects of using bar codes and to attract new members. Our promotion of the bar code system would have been impossible without the invaluable financial assistance that the Eurasia Foundation provided.”

In 1999 and 2000, a series of seminars initiated by the Khazri Center were conducted on-site at successful Azerbaijani enterprises, the managers of which shared their experience with bar codes and the system’s advantages for their businesses. “Thanks to this project, our entrepreneurs no longer need to travel to other countries and arrange to use foreign codes to export their products. We estimate that this alone has saved our companies hundreds of thousands of dollars in travel and time. Companies now receive the proper codes for their products faster, at lower cost, and without leaving Azerbaijan,” concludes Mr. Aliyev. “We at EAN-Azerbaijan believe that access to the national bar code will help all of Azerbaijan’s entrepreneurs and consumers considerably. Beyond the initial savings, our bar coded products are sending a modern image of Azerbaijan to the world, which will yield even greater dividends in the future.”

Almaty Agro: *Giving Farmers the Tools They Need*

Almaty, Kazakhstan

Story by Jeff Erlich, Almaty Regional Office

The question to the farmers in Turgen, a farming community of 600 households fifty miles from Almaty, was simple: What do you need? Each answered the same: equipment and fuel. Without these basics, or the credit to buy them, farmers have to hire companies to harvest their crops at a cost of thirty to fifty percent of their harvest, says Vyacheslav Khlebadarov, a Turgen farmer. This could soon change. With new legislation lobbied for by a Eurasia Foundation grantee, farmers now have access to loans to buy their own equipment and break the burdensome cycle of renting harvest equipment.

When the Soviet Union existed, things were different. Farmers worked on collective or state farms, which took care of the business end of farming. When the Soviet Union broke up in 1991, however, the farms were dissolved—each farmer receiving a plot of land and little else. A lucky few also got equipment, but this has since grown dilapidated and needs to be replaced.

For most, credit is the only way to pay for new tractors and other equipment that costs many times a farm's annual income. But banks are unwilling to loan money to the vast majority of farmers, who lack collateral. This could change, however, thanks to Serik Kerimkulov, chairman of the Almaty Oblast Association of Farmers (Almaty Agro), and other representatives of farmers.

Using a grant from the Eurasia Foundation, Kerimkulov and his partners first drafted legislation to establish farming cooperatives as legal organizations in Kazakhstan and then lobbied successfully to see the law passed. At the same time, they worked with farmers to explain how cooperatives work and how to establish their own. Their effort not only has given farmers a new tool to help themselves, but also serves as an example to other grassroots organizations that seek to have their voices heard in government.

The main advantage of Western-style cooperatives is economy of scale and bargaining power. With 100 farmers forming a cooperative, for example, each contributes seed money for capital, giving individuals collateral to use for bank loans, or allowing them to receive loans directly from the cooperative fund. The farmers could also use their collective strength to lower supply costs, market their products more effectively, or share equipment.

Two other characteristics set cooperatives apart from the Soviet-era collective farm where the Turgen farmer Khlebadarov grew up: rather than working for an operation owned by the state, farmers own cooperatives jointly, each having an equal voice in making decisions.

A 1995 law seemingly allowed the creation of cooperatives, but in fact estranged farmers from their land, says



Serik Kerimkulov, director of Almaty Agro, used a Eurasia Foundation grant and successfully lobbied for a new law allowing farmers to form cooperatives.

Vladimir Levin of the Kazakhstani National Federation of Farmers, which worked closely with Almaty Agro to change this legislation. According to the 1995 law, “the head of the cooperative was the boss. The farmers were just workers. If you wanted to leave, you couldn’t take your equipment or land with you,” explains Kerimkulov, who still works as a farmer. “What kind of cooperative is that?”

The farmers tried to get the law changed, but were blocked by the Ministry of Agriculture, which the farmers believe had a vested interest in the status quo. In 1999, however, the leadership of the ministry changed, and Kerimkulov saw an opening to push for changes to the 1995 law. In June of that year, he asked the Eurasia Foundation to fund his project.

He proposed studying how cooperatives are run in the West, where farmers reap what they sow both literally and in terms of profits. The farmers’ representatives would then put forth a legislative proposal and steer it through parliament and the executive branch. They would explain the benefits of cooperatives to farmers in the rural areas surrounding Almaty and give them the help they needed to organize. In September 1999, Kerimkulov got his answer—a Eurasia Foundation grant in the amount of \$33,215.

More good news came in October. Ghani Kaliev, former head of the National Federation of Farmers, was elected to parliament. He became the farmers’ main champion of this legislation not only in parliament, but also in dealing with the executive branch.

Almaty Agro formed an advisory panel to represent farmers’ interests, and from November to February they worked on drafting a bill titled, “On Rural Partnerships and Their Associations.” In March 2000, a group of deputies, including Kaliev, introduced the legislation into the lower house of parliament, the Majilis.

The bill, however, first had to run the gauntlet of the Ministry of Agriculture again, as well as other ministries. So, in April and May, Almaty Agro and its partners were busy hosting a series of meetings with parliamentarians and executive branch officials to ensure that their bill was not diluted in the process.

In June, the bill was read for the first time in the Majilis. Members added several provisions that also had to be considered, so Almaty Agro went back to work, making sure the intent of the legislation was preserved. It sponsored a series of meetings that again saw Kerimkulov and his partners shuttling by train between Almaty, Kazakhstan’s commercial center, and Astana, its capital.

On September 13, 2000, the Majilis passed the bill on its second reading, and it was sent to the parliament’s upper house, the Senate, for its approval. Almaty Agro kept up their lobbying to protect the bill from unwanted changes until it was approved by the Senate and signed by the president on December 25 of that same year.

“The implications for agriculture are tremendous,” says Jeremy Strauss, Kazakhstan representative of ACDI/VOCA, a USAID contractor that works closely with the Kazakhstani National Federation of Farmers. “Before, they had a sharecropper relationship. This law will hopefully encourage the development of cooperative farming structures, in which the farmers keep the equipment and get a share of their profits.”



Vladimir Levin of the Kazakhstani National Federation of Farmers helps farmers in Turgen learn about the advantages of forming their own cooperatives. A new law allows them to keep their share of the cooperative s profits a right they never had before.

The farmers' victory, however, remains incomplete. "Credit is the real killer," says Anuar Baigumanov, an advisor to Almaty Agro. "Interest rates are twenty-four, twenty-six percent a year, but it takes three years to raise a calf to milk."

A key provision of Almaty Agro's draft legislation specifically allowed for farmers to form credit cooperatives, but this was removed in parliament. Levin still hopes he can make the government recognize credit cooperatives as legal organizations by having the National Bank classify them as non-commercial organizations. If he succeeds, farmers will be able to form cooperatives without risking a costly visit from the tax inspector or police.

Meanwhile, both the national and Almaty associations continue to work with the farmers. "Our task now is to explain the law," Kerimkulov says, "and to demonstrate that cooperatives can work."

Almaty Agro and its partners are also actively spreading the word in farmers' meetings like the one in Turgen and others in the Almaty region. The reaction of farmers has been mixed, with many suspicious that cooperatives will prove to be collective farms in disguise, or that credit will not be forthcoming. "Foreigners have come before and deceived us," says Khlebadarov. "We now understand that nobody will bring us a kopeck."

Farm experts like Vladimir Lisenko, deputy akim (governor) for economics of the Issyk Oblast, which includes Turgen, are working to convince the farmers that this situation can change. "If you stand alone, nobody will give you credit; but if there's a structure, then a bank sees there's something it can trust," Lisenko said.

One way to get farmers to see the benefit of this type of organization is to set up demonstration cooperatives. Almaty Agro has already helped three service cooperatives in the Almaty Oblast register with the government and offer better marketing, equipment maintenance, and other services.

Almaty Agro will have to reregister to take full advantage of the new reforms, but this is only a start. They intend to set up cooperatives that deal with credit to serve as models for farmers throughout Kazakhstan. Using credit as a foundation, Kerimkulov, Levin and others hope, Kazakhstani farmers will raise not only their incomes, but their degree of independence as well.

Setting the Standard for Municipal Government in Tajikistan:

A Grassroots NGO Pairs up with an American University to Retrain Local Civil Servants

Khujand, Tajikistan

**Story and Photos by Jennifer Marsh
Tashkent Regional Office**

Since independence, Tajikistan's city and regional governments have been handed increased autonomy, along with responsibility for the social and economic well being of their constituents. Yet due to the centralized system used during the Soviet era, most local officials are poorly trained and inexperienced. They lack the skills necessary to effectively run a local government in a market economy.

In Tajikistan, public administration reform is practically non-existent. Troubled by civil war during much of the 1990's, the national government had little time or resources to spare on retraining civil servants. Most local governments (known as the *hukumat* in Tajik) are bogged down by an inflated organizational structure, outdated legislation, and rampant corruption. The Center for Training Municipal Workers, a Eurasia Foundation grantee based in the city of Khujand, is working to counter these problems by raising the skills of some of Tajikistan's public employees.



Abdushukur Nazarov, a professor of management and business at a university in Khujand, recognized that the city's civil servants were unprepared to deal with the issues they were facing. Having participated in a USAID-funded training program on the aspects of management in a market economy at Texas A&M University, he realized that the incompetence of local officials stemmed not from their unwillingness to learn, but from the absence of appropriate training and information. As products of the Soviet educational system, most municipal workers lack knowledge in market economics, finance and other key areas. "I saw this kind of program in the United States, so I knew they existed," Nazarov recalls. "And I knew we could adapt them to work in our country and improve the professionalism of municipal workers in Khujand."

Professor Abdushukur Nazarov thought of the idea to open the Center for Training Municipal Workers in Khujand after visiting the United States on a USAID-funded exchange program. With a grant from the Eurasia Foundation, he was able to create a training partnership with Dalton State College.

Nazarov surrounded himself with the brightest professors and specialists from Khujand, many of whom had studied in the United States, and opened the Center for Training Municipal Workers. "We were the first group in Tajikistan to focus on modernizing the *hukumat*," notes Nazarov, "and many people were skeptical. They saw the *hukumat* as an old dinosaur—a relic of the past that couldn't be changed. I saw an opportunity to make a difference in our community."

continued



Dr. Richard Edwards of Dalton State College (left) and Dr. Peter Gess (center) of the University of Georgia have applied for funding through the U.S. Department of State to enhance the capacity of Professor Nazarov's (right) Center for Training Municipal Workers.

In September 1999, Nazarov received a \$33,000 grant from the Eurasia Foundation to implement a training program for municipal workers from Khujand in partnership with Dalton State College in the United States.

Nazarov first visited the Dalton State College business administration department in Dalton, Georgia, and met with teachers and students alike. He also met with Dalton's Deputy Mayor and city department heads to learn about their annual training programs designed to continually improve professional skills. While in the United States, Nazarov presented the newly developed curriculum for the training program to a panel of American professors, who approved his program as meeting international standards.

Back in Tajikistan, Khujand's Mayor, Olimjon Djalalov, opened the training program with a guarantee that the program's certificate of completion would be critical to moving up the ladder within the city government. The Mayor's active support of the training program has been a key factor in its success. "This program not only benefits the workers, but all the citizens of Khujand," says Mayor

Djalalov. "It raises the professionalism of city administrators and their ability to think creatively." This type of partnership between a municipal government structure and a grassroots NGO is unprecedented in Tajikistan.

As a result of the training in municipal economics, budget management, and marketing, city employees are now better trained to deal with the city's problems. Mastura Kamilova, for example, has worked in the Mayor's Office for fifteen years. "My career has consisted of two stages," she explains, "the Soviet period and the transition period. Since independence, our responsibilities have really changed, but our skills haven't changed with them. We've had to learn as we've gone along. But now we have this training—it's what we've needed all these years," Kamilova says.

The training also led to the creation of a department of information specifically for local entrepreneurs, designed to ease the process of registration and answer tax and law questions. They also reopened the marketing department within the city's trade promotion bureau, which was closed a decade ago due to lack of funding. "We've begun to pay more attention to market research in the city," says Kamilova. "Now we can advise people as to which sectors of the market need to be further developed, and which are oversaturated. Not too long ago, a person approached us about opening a cheese producing business. We were able to tell him that there is a surplus of cheese on the market here and that it would be more profitable to make sausage." This may seem like a minor problem to most, but such details are consequential in an economy as small and fragile as Khujand's.

Nazarov continues to work with local officials and U.S. professors to solve the problems of municipal governments in Tajikistan. He recently found an additional partner institution in the University of Georgia's Institute of Government, and the three institutions have signed a formal memorandum of understanding. In January, Dalton State College applied for funding through the Department of State's College and University Partnership Program to expand their cooperation by bringing the Center's staff to Georgia for additional training in economics, management and customer service. Nazarov also plans to expand the Center's programs to the rural regions surrounding Khujand.

Teaching Kazakh Students the Essentials of Marketing:

How Kazakhstan's Ministry of Education introduced international marketing to students in their own language.

Kazakhstan

Story by Jeff Erlich, Almaty Regional Office

The second-year students in Gulnara Sadikhanova's afternoon market research class finished studying Marketing Essentials last semester. So why have so many of them just now checked the book out of the library?

Because the book has just been translated into Kazakh, using a Eurasia Foundation grant to the Ministry of Education, and they say they want to read it again. "Before, it was like we were studying two subjects: business and translating," says one student.

The sophomores in Sadikhanova's 11:20 marketing class at the Al-Farabi Kazakh State National University are luckier. They are just starting to study with the textbook, considered a classic in the field, so they won't have to wade through the Russian version.



Ten years after Kazakhstan began its transition to an independent market economy, Marketing Negizderih is the only Western business textbook in Kazakh—the first language for more than 6 million of Kazakhstan's 17 million citizens. Abdumutalip Abjapparov, director of the higher education department of the Ministry of Education, oversaw the project. He says there simply isn't any money in the government budget to correct this shortcoming. Within the marketplace of the former Soviet Union, demand for Russian materials dominates. So why not cater to a niche market? Some professors, including some at Al-Farabi in Almaty, are developing their own materials. But with the relatively small demand for Kazakh-language business-teaching materials, in comparison with Russian, the unit cost of translated Western books is beyond the range of most students and institutions.

At the same time, business is becoming an increasingly popular subject in Kazakhstan. A third of the 12,000 students at Al-Farabi study business, and the country's second MBA program opened in February with support from a separate Eurasia Foundation grant. "Our students need to study American business practices, though we don't intend to just copy them," Abjapparov says.

The translation project started when a panel of professors, led by marketing professor Mauletdin Izbasarov and English professor Mukhamedzhan Isaev, chose Marketing Essentials as the book most needed by Kazakh-speaking business students. The book, written by Phillip Kotler, Ph.D., a professor at the Kellogg Graduate School of Management in the United States, is out of print in English, but remains the standard marketing text in the former Soviet Union.

Marketing is a key ingredient in helping Kazakhstan truly enter the free market—one that was sorely missing during the Soviet Union. As Kotler himself says:

Under communism, the state decided through central planning what to make, how much to make, how to price it, and how to distribute it. The result was much underproduction of needed goods, overproduction

of unneeded goods, goods that were often inferior because competition was lacking, and so on. The change to marketing is to let consumers vote on the goods they want, and let competitors vie with each other to produce the best goods possible (as judged by the consumers). This produces a dynamic in the society leading to continuous improvements in the quality and quantity of satisfying goods and services.

Isaev and Izbasarov approached the Eurasia Foundation to fund the translation. Eurasia staff experts liked the idea, but could not fund the project as the applicants represented an expert panel and not a formal organization. Rather than see a good idea go to waste, the Eurasia staff worked with them to find a sponsor. A university was considered, but in the end, Eurasia's staff decided that Abjapparov at the Ministry of Education was in the best position to oversee the translation and distribute the books impartially to institutions across the country. The Eurasia Foundation's Almaty office seldom funds projects of a national government, but in this case, the office's staff and advisory board, comprised of outside experts, awarded the project just over \$28,000.

This funded the translation and publication of 800 copies of the 550-page hardcover book. Each book, then, costs \$35 to produce—many times the cost of other textbooks in Kazakhstan. In all, 150 universities and colleges in Kazakhstan received copies of the book. The Kazakhstani government had to agree with publisher Prentice Hall to limit the print run in exchange for the right to publish, thinning the distribution list. Considering the dozens of phone calls for books received not only at the Education Ministry, but also at the Eurasia Foundation, it is clear that demand is far exceeding supply.

James Crawford, an American researcher and author of several books on preserving native languages, says the translation makes sense for two reasons. "I'd assume there are still many Kazakhs who are accustomed to doing business in their own language, so it would make plenty of sense to use the language in university business courses," he says. "There are numerous reasons to preserve a language that have nothing to do with its economic utility—for example, its role in maintaining cultural identity."

For Kazakhstan, the question is just as much about reestablishing a cultural identity that had been relegated and bowdlerized during the Soviet Union as it is about learning a subject easily. Sadikhanova, the marketing professor at Al-Farabi University, studied in Russian schools, and she sometimes finds herself searching for the right Kazakh word during her lectures. Before getting

Marketing Negizdireh, she would spend hours translating parts of the book into Kazakh-language overheads.

Teaching in Kazakh, Sadikhanova knows that her students understand the subject more easily, the same reason the Eurasia Foundation supported Marketing Negizderih. As one of her students, Nurbek Bazarbaev, says, "Of course it's easier for us now. We don't have to translate from Russian into Kazakh." Now he and his classmates can focus on studying business.

Coming Home and Starting Again:

How the local NGO Fidokor is helping local government and refugees reintegrate into Tajik society after a devastating civil war

Dushanbe, Tajikistan

**Story and Photos by Jennifer Marsh
Eurasia Foundation Tashkent Regional Office**

Life is beginning to return to normal in Tajikistan.

Throughout the 1990s, a civil war raged throughout the country, forcing hundreds of thousands to flee their homes to escape the fighting going on around them. This displacement soon became a national tragedy as the homeless flocked to the relative safe haven of Dushanbe, the capital city. Over 100,000 others were forced to turn south to Afghanistan, choosing to face the uncertainty of rule under that country's Taliban rather than risk death in their own country.

Once the warring parties signed a United Nations-sponsored peace accord in 1997, most of the refugees were able to return home. Many found only ashes and destruction where their houses and farms had once been, while others arrived to find their homes occupied by strangers. Countless people were left without identification papers and other documents. A public policy crisis loomed before Tajikistan's government, limited as it was in its ability to help its citizens rebuild their lives. It was at this point that the nongovernmental organization (NGO) Fidokor stepped in to help with a grant from the Eurasia Foundation.



Since a peace accord was signed in 1997, thousands have returned to their homes in Tajikistan. Dilbar Khalilova (fourth from right) and her NGO, Fikodor, a Eurasia Foundation grantee, are making sure that the local government can give them the information they need to reintegrate into their old communities.

Established in December 1996, Fidokor was one of the first grassroots NGOs to emerge in Tajikistan. It was also the first local organization to focus on the needs of refugees. Fidokor's efforts received a tremendous boost when its founder, Dilbar Khalilova, received a \$14,611 grant from the Eurasia Foundation in 1997 as part of the U.S. Embassy-sponsored Democracy Funds Program. The main goals of the grant were to help reintegrate refugees into Tajik society and protect their rights in the process by creating a resource center in Dushanbe, holding seminars in the outlying regions, providing individual consulting services, and distributing informational materials.

Dilbar had worked in the Department of Refugees of the Ministry of Labor and Employment since 1992 and had seen first-hand that the government was unable to provide the amount or exact type of information that returning



"The Eurasia Foundation grant helped get our NGO on its feet" says Dilbar Khalilova (above). Fidokor's information and consulting center and its publications have proven essential in reintegrating refugees into post-civil war Tajikistan.

refugees desperately needed. Through her work in the government, she participated in seminars sponsored by the International Organization for Migration, where she learned about emergency assistance, repatriation, return and reintegration of refugees, and conflict resolution. As she watched countless refugees leave the Department of Refugees empty-handed after struggling to find even the most basic information, Dilbar, together with a group of people dedicated to the same ideas, decided that it was time to start Fidokor.

The Eurasia Foundation grant sponsored seminars for community

leaders and local officials in the Khatlon region, just south of Dushanbe, focusing on the rehabilitation of returning refugees and their social and legal protection. The tension level in the Khatlon region was high, as many of the people returning had actually fled from their own neighbors. "We had to both let the returnees know about their rights and let the people who had stayed behind know that any violation of those rights would not be tolerated," Dilbar says. "The local officials didn't even know how to handle situations that arose once people started to return, like when refugees found squatters were occupying their homes. So we put together a handbook of legislation on refugees and distributed it to local officials. There was such a huge demand that we had to run a second print. We also advised people on how to interpret these laws."

Fidokor also gave individual consulting sessions to refugees seeking legal advice, playing the role of an informal ombudsman. These services were crucial, particularly for the many widows who had no experience dealing with government authorities. Fidokor's consulting center in Dushanbe answered questions for people like Mosharif Karimova, who fled the fighting as a married woman and returned a widow. "We were forced to live in Afghanistan for four long years," says Mosharif. "While we were there, my husband passed away and two of my children died from malaria. Despite these tragedies, I really wanted to return home."

When Mosharif made her way back to her village, she found only more heartache. "In place of our home, we saw only ashes," she recalls. "You can't imagine how I felt. I didn't want to live any longer." She didn't know anything about her rights or where to turn for help. Then she met volunteers from Fidokor. "They helped me and many others survive this terrible



Fidokor took its services to communities outside of Dushanbe, Tajikistan's capital city, offering seminars for community leaders and local government officials in the Khatlon region to the south.

time in our lives,” she says. “They explained where to turn for help and how to apply for lost documents. They also helped us regain our courage and the will to live.”

In Tajikistan, local government is just learning that it can work with NGOs as partners, not adversaries. Fidokor’s seminars produced an unprecedented level of cooperation between an NGO and local government authorities, demonstrating that the two parties can indeed work together. “In this particular project, local authorities began to trust us and believe in our work,” notes Dilbar. “Before, they were very suspicious of our motives. Now we’re more like partners; they are always eager to participate in our projects and activities.”

Fidokor is now one of the leading NGOs in Dushanbe and is frequently mentioned in the news. When Dilbar and her colleagues first founded Fidokor, they had only eight volunteers; but the organization has since grown to employ thirty-six people. They have partnered with organizations such as the World Bank, the Organization for Security and Cooperation in Europe, the Counterpart Consortium, and the United Nations Development Program. Projects with these partners have ranged from promoting conflict resolution to distributing humanitarian aid to rehabilitating children through art.

“They helped me start my life anew in my native village,” exclaims Mosharif. “Slowly but surely, our lives are returning to normal. We built a house, my kids are going to school, and I’ve found work on a farm. I’ll never forget Dilbar and the others at Fidokor because they helped me get my life back. They were the first to help us readjust and to tell us about our rights as refugees. My prayers are always with them.”

The Tomsk Business Partnership

A Tomsk organization helps local entrepreneurs secure investment capital.

Tomsk, Russia

Story and Photos by Alan Moseley, Moscow Regional Office

In an unused assembly plant on the outskirts of the Siberian city of Tomsk, Dmitry Tuzovsky is making plans. “On this side we’ll set up all the equipment for making paint and varnish,” he explains confidently, pointing to the barren wall inside a cold and half-empty warehouse. “Everything will be up and running by the end of the year.” Looking around the warehouse—formerly part of a manufacturing center for instruments used in the Soviet Union’s space program—it would be easy to take Dmitry’s plans for ambitious daydreams.

In Tomsk, however, people who know the 29-year-old businessman know that his plans have a way of becoming reality: on the other side of the warehouse sits a cluster of shiny steel tanks sprouting pipes and gauges, together with a long row of fifty-gallon metal drums. The drums will soon be filled with drying oil for staining and protecting wood and distributed to vendors throughout the vast area surrounding Tomsk. The fifteen employees at Dmitry’s company, Oxidant, currently process and sell nearly \$50,000 in paint and varnish every month. For a company that started a year and a half ago as nothing more than an idea, Oxidant is doing impressively well. As Dmitry is quick to acknowledge, none of it would have been possible were it not for the help of the Tomsk Business Partnership and its grant from the Eurasia Foundation.



Dmitry Tuzovsky (left) stands with one of the fifteen employees at his company, Oxidant. Thanks to the Tomsk Business Partnership, a Eurasia Foundation grantee, Oxidant now processes some \$50,000 a month in paint and varnish products for resale in Tomsk and surrounding areas.

The Tomsk Business Partnership is an unusual organization. In an era when many efforts to support entrepreneurship and small business come as top-down initiatives from the government or as projects organized and sponsored by foreign aid organizations, the Tomsk Partnership was founded at the grassroots level by fifteen of Tomsk’s more successful entrepreneurs. As Olga Koneva, the partnership’s deputy director, explains, “The founders of the Tomsk Partnership were entrepreneurs who started their businesses at the very beginning of perestroika. They’ve gone through all the different challenges and crises, and today they’re well established. They have good working relationships with our local government and financial institutions. They understand that there are certain problems that business people need to solve together, and that they have to share their experience with those who are just beginning.”

Since it was founded in the spring of 1999, the partnership has seen its list of members grow from its original



A small shop in one of Tomsk's outdoor markets. Everyone can see that the future lies in small business, says Olga Koneva of the Tomsk Business Partnership, and we have to support it.

fifteen to more than eighty. One reason for such rapid growth is that the Tomsk Partnership offers local entrepreneurs an invaluable service: its staff of experts provide training and consulting services on all aspects of running a small business—from legal issues and tax regulations to financial analysis and business plans. In Russia, where the vast majority of business people have no formal business education and often very little business experience, such help is badly needed. Perhaps more important than the problem of education, however, is the lack of investment in good business ideas. Realizing this, the

partnership's directors applied to the Eurasia Foundation in August 1999 to support a new project.

The Tomsk Partnership had a simple goal for its project: to increase access to investment capital for small and start-up businesses in Tomsk. They decided to take a two-pronged approach to the problem: the partnership's experts helped entrepreneurs develop strong business plans, while its members combined their financial resources to set up a loan guarantee fund, providing security to lenders who might be wary of working with entrepreneurs lacking a credit history. A \$35,000 grant from the Eurasia Foundation made it possible for the Tomsk Partnership to hold more than 1,440 hours of free individual consulting sessions, plus a series of seminars teaching more than 130 local businessmen the fundamentals of writing and implementing effective business plans. The partnership then chose sixteen promising investment projects and helped them receive loans worth more than \$250,000 from local commercial banks and regional funds for small business support. Dmitry Tuzovsky's company, Oxidant (which received a start-up loan of \$14,000, partly guaranteed by the partnership), is



Employees wrap up an order at the Tomsk Fish wholesale shop, which used loan funds obtained with the help of the Tomsk Business Partnership to buy new equipment and expand its product line.

indicative of the success these projects have had: collectively, they have created more than 158 new jobs and, on average, every \$3,700 of investment has resulted in almost \$12,000 in increased sales.

Another firm that benefited from working closely with the Tomsk Partnership's consultants in developing a business plan was Tomsk Fish, which ultimately received a bank loan of over \$11,000 (also partly guaranteed by the partnership's fund). To stay competitive in the local market for fish, Oleg Fillimonov, the firm's director, saw that his company desperately needed

to vary its product line. Oleg, like many of the partnership's clients, had never turned to banks as a source of credit. As Ekaterina Kalmikov, one of the partnership's consultants, explains, "A lot of Russian business people have the idea that it's bad to be in debt to anyone. Part of what we have to teach them is that it's standard business practice to work with banks and take out loans to develop their companies." With the new, more modern equipment that Tomsk Fish was able to buy, the company has been able to increase the range of its products from six to twenty-three, and it has tripled its sales volume. No less important for the firm's future growth, Ekaterina points out, is that it now has the beginnings of a good credit history. "The next time Oleg needs capital to expand his business, the process will be much easier—now the banks can look at the record to see that Tomsk Fish is a good prospective client."



Elena Ulyanova in the new Alica TV studio.

After the Tomsk Partnership got its small-credit program off to a start with the help of the Eurasia Foundation grant, its loan guarantee fund and consulting services for writing business plans have become standard features of the services it offers clients. Elena Ulyanova, director of the video production firm Alica TV, recently turned to the partnership for help in realizing one of her dreams: to expand her company to create a new, independent TV channel in Tomsk. Elena and her financial manager worked intensively with the partnership's consultants to develop a business plan, and Alica TV ultimately received a \$92,000 bank loan to purchase new equipment and set up a studio. The company's staff has grown from twelve employees to forty, and they soon plan to move their "Family TV" channel to a new frequency that will enable them to reach the entire Tomsk broadcasting area. Elena adds that, as the director of an aspiring independent TV channel, she had to overcome a certain prejudice held by many creditors. "A lot of people in Russia think that a television company can't be self-supporting—that it can only exist on state funds." With healthy advertising sales and a strong business plan, Alica TV is showing viewers in Tomsk that local television can be a profitable business, too.

The partnership's clients and members represent the entire spectrum of small business life in Tomsk, from industrial manufacturers to street cafes. Despite their differences, they all come to the Tomsk Partnership with the same hope: that they can find help to make their ideas and plans reality. With business training and access to capital, many are doing just that—and building a healthy private sector in the process. The staff of the Tomsk Partnership realize what is at stake in their work. "Everyone can see that the future lies in small business," says Olga Koneva, "And we have to support it."

To Live like People:
*Apartment owners in the Kyrgyz Republic
take responsibility for their buildings and their lives*

Kyrgyz Republic

Story and Photos by Jeff Erlich, Almaty Regional Office

The idea came from the basement. For three summer months, a pool of sewage grew several feet deep under 17 Avtozavodskaya Street in Osh, the Kyrgyz Republic's second city—and the residents waited in vain for government help. Determined to solve the problem, they turned to Kuvanishbek Turdubaev, director of the Osh-Konush Condominium Association, a Eurasia Foundation grantee.

“We didn’t know what to do,” resident Gennady Galovatov says. “Then Kuvanish came here and talked about making our building a condominium association.”

Meeting with Galovatov and his neighbors in front of their building, Turdubaev told them that if they formed a condominium association, they could pool their money and fix the pipe themselves. With most of them unemployed or living on pensions of \$6 to \$10 a month, the residents were reluctant to pay for what had always been a government responsibility, but—with the alternative being to live over an open cesspool—they agreed. In the fall of 1999, thanks to Turdubaev’s legal and management training, 17 Avtozavodskaya Street became the Sunrise Condominium. The residents then elected Galovatov their president. They hired a plumber to fix the pipe, and pumped out the water and cleaned the basement themselves.

Nearly two years later, the tenants of Sunrise have also cleared the trash away from their apartment building, dug a drainage ditch so that their yard no longer turns to mud in the rain, and lit their stairwells (one light bulb every two floors, with the purchase price neatly recorded in Sunrise’s books). Next, they plan to paint the stairwells. This is hardly paradise, and the \$16 a month collected in dues is far from the \$2,000 needed to fix the roof, but without the association, Galovatov says, “this building would be in ruins in ten years.”

After the Soviet Union ended and the Kyrgyz Republic became independent, residents got title to their apartments. Neglected in the rush to privatize, though, was deciding who owned the common areas—the basements, roofs, stairwells, yards, pipes, cables, and everything else that holds a building together. “What have residents done? They’ve put gold wallpaper and silver floors in their apartments,” explains Turdubaev, “but in the stairwells, basements, roofs, they don’t do a thing. That means that the person on the top floor has to fix the leaky roof, and one person can’t do that.”



Osh-Konush President Kuvanishbek Turdubaev and Condominium Association President Anara Khonushbaeva show off a new pipe installed in one of the buildings in her complex.

continued



Kuvanishbek Turdubaev heads the Osh-Konush Condominium Association, a Eurasia Foundation grantee.

Not every apartment building has had the kind of crisis that precipitated the creation of Sunrise. “In the beginning, I would literally get into fistfights,” Turdubaev says. “No one has any money, but to save their buildings, people have got to get together and ask each other: Do you want to have a normal life?” He sits behind a desk he built himself. Behind him is a picture of his parents and eight of his ten brothers and sisters. The computer he uses to research condominiums on the Internet is borrowed. He says that in three years, he has not received a single tyiyn (1/50th of a cent) from the government, nor can he ask association members to pay him, as they have barely enough money themselves.

In 1998, after twenty-one years in government, Turdubaev left his position as director of housing for the Osh region, in the Ferghana Valley, to start Osh-Konush. He was fed up, he says, with a bureaucracy whose main function had been reduced to looking after itself. He started three condominium associations and a year later, in June 1999, received a \$10,572 grant from the Eurasia Foundation to train apartment residents in the legal and managerial aspects of running a condominium. In addition to the Eurasia Foundation, two other American organizations funded by the U.S. Agency for International Development, the International City/County Management Association and the Urban Institute, have helped

Turdubaev with training and technical assistance. The Eurasia Foundation saw in this project a chance for citizens to shed the Soviet-era mentality that government is responsible for everything and begin governing themselves; it agreed with Turdubaev to set a target of starting twenty condominium associations.

Today there are 72 such groups, with 156 buildings and nearly 10,000 residents, but Turdubaev’s goal is for every one of Osh’s 1,089 apartment buildings to become condominiums. He has pursued this goal with missionary zeal, and his work has spread to the nearby towns of Uzgen and Kara-Suu. His work has inspired similar movements in the cities of Chu-Tokmok, Jalal-Abad, and Bishkek, the capital. After three years with Osh-Konush, however, he is thinking about finding a job with a salary.

At the Sunbeam condominium, the association president, Larisa Kramsky, is using the legal training Osh-Konush provided to fight for the land adjacent to her apartment building. The four stores on the ground floor have title to the surrounding land, despite a law that says land must be divided among all a building’s residents, not just those with street access. While the battle continues—“worse than a war,” Kramsky says—the residents have posted a railing twenty meters out from the building, blocking trucks and cars from parking and making room for children to play and pensioners to sit in the fresh air.

Anara Khonushbaeva, president of the Turmush condominium association, is putting her



Osh, the second-largest city in the Kyrgyz Republic, sits in the Ferghana Valley in the southwestern corner of the country.

management training to use, to help stretch her condominium's monthly fee of one penny per square meter. First, she organized residents into crews to clear out the trash that had accumulated in the basements of Turmush's two buildings. Then, she made a duty roster for residents to take turns cleaning the stairwells and appointed a supervisor for each one. She has appealed to the young men from the neighboring sports hall to not use the buildings' yard as a bathroom. And her own innovation has been to paint the light bulbs in the stairwells blue to keep them from being stolen and resold in the bazaar. Still, she was unable to stop the disappearance one night of a streetlight that illuminates the yard; and she knows that with scrap aluminum bringing a good price, it may be difficult to hold on to its replacement.



Anara Khonushbaeva has put her skills as a teacher to work organizing the residents of the Turmush condominium association to make their buildings cleaner and safer.

On the way to the Algabas condominium, Turdubaev takes a short detour to show a building where he has been by turns cajoling and berating the residents to start a condominium association. Nothing blocks the entrances to the basement, which has been filled to the windows with trash. In one stairwell, exposed electrical wires are tangled in a corner.

Next door, at Algaabas, condominium president Mavzhuda Batirova says hello to pensioners sitting by residents' gardens. She shows off the doors that the residents added to the entrances of the basement of the condominium's twelve buildings after removing the garbage. "Kids used to shout up to their mothers to open the door before coming up, so they wouldn't have to stand in the stairwell with that stench," Batirova says. Despite the improvements, it was hard at first to get people to form the condominium. "If they don't get their pensions, they don't want to pay," Batirova says with sympathy.



The TSJ Condominium Association has grown so much that Shergaziev Orozbai is working full time as its president. He aims to open a youth center for the complex in the near future.

At the TSJ condominium, the problem is too much popularity. As one of the first associations in Osh, it has grown from three buildings to twelve. The Association President, Shergaziev Orozbai, already works full-time, yet another three buildings are asking to join. While such a large association may prove unwieldy, it also has advantages. Orozbai is looking into opening a youth center, and with so many residents, TSJ has a ready pool of workers to contribute labor in place of fees.

On the outskirts of town, Turdubaev points out a neighborhood of large private homes, many still being built. "Government and business tycoons," he says. "See what people can do if they have money and the freedom to build." For Osh-Konush's members, though, their ambitions will have to be humbler, as people here say, "to live like people."

South Caucasus Radio Bridge Emerges as Unique Forum for Public Expression

Story by Susannah Wood,
South Caucasus Cooperation Program

Tbilisi, Georgia

“Good evening. This is Green Wave Radio coming to you live in Georgia, Armenia, and Azerbaijan.”

For the first time ever, radio waves in the South Caucasus region carried a simultaneous, live discussion about key public issues to listeners in Armenia, Azerbaijan, and Georgia. Thanks to a grant from the Eurasia Foundation South Caucasus Cooperation Program (SCCP), listeners from all three countries were able to call in to an Internet radio program to discuss problems they have in common—stifling

corruption, compulsory military service, and poor medical care, to name a few. The program also featured hard-hitting interviews with public figures, followed by a question and answer session with the audience.



A billboard advertises Green Wave Radio in Tbilisi, Georgia. Green Wave joined forces with Radio Burg in Yerevan, Armenia, and Aini/Zerkalo in Baku, Azerbaijan, to host a radio show broadcast live in all three countries.

Guests varied from show to show and included public officials, media representatives, and leaders of non-profit organizations. The radio bridge not only brought the audience in closer contact with its guests, but also in contact with each other—no small feat in a region that has seen a devastating war between Armenia and Azerbaijan and a civil war in Georgia. Armed conflicts throughout the region have led to the internal displacement of over one million people. Ethnic tensions can still run high, but many are beginning to see the necessity for cooperation between the three countries so that the region can recover economically and build lasting democratic institutions. Building information links between the three countries is an important first step.

“During Soviet times, all of our information came from Moscow, and it wasn’t always correct. But this program has brought information about the South Caucasus directly from the countries themselves,” explains Nigar Mejidova, from Aina/Zerkalo, the project’s Azerbaijani partner grantee.

“We live in one region,” adds Harutyun Avazyan from Radio Burg, the project’s Armenian partner grantee, “and almost everyone has either relatives or friends in one of the other countries. They want to maintain that connection.”

The Eurasia Foundation created the SCCP in 1998 to help local organizations to do just that—to foster connections between the three countries. A partnership of three organizations, one from each country, must jointly write a proposal for a “linkage” grant and implement the project together. The grant to the partnership of radio stations

was one of the first linkage grants that the program made. Since then, the SCCP has funded linkage projects to groups such as partnerships of accountants, librarians, even freight forwarders, all working on projects that will benefit the region as a whole.

Collaborating with colleagues in three different countries is not easy in any part of the world, but the challenge is immense in the South Caucasus. Mountain ranges isolate the countries from each other physically. Poor roads and few flights between the capital cities make travel difficult. Old telephone lines hamper communication, and cultural differences create mistrust. Ironically, the Internet is providing a solution to some of these problems.

New Technology Presents a New Solution

Not only was the radio program the first to unite all three countries in one show, it was also the first in the region to use the Internet for broadcasting. Harutyun explains that the Internet was chosen as the medium for the broadcast over a satellite or radio relay system, because it was the most cost-effective way to produce the show. This method was not problem-free, however. A slow connection often caused a delay of several seconds between speakers. The Tbilisi partner, Green Wave Radio, had to connect with Yerevan via the United States, as there was no direct Internet connection between the two countries at the time. Though many problems sprang up from using a new technology, an unforeseen benefit emerged—open and frank discussions.

“Listeners felt free to respond to the program because the Internet allowed them to keep their anonymity,” says Nigar Majidova, “and that gave many people the chance to say what they really thought.” The show’s producers frequently communicated through e-mail to discuss the topics for the next show or to resolve technical issues.

Overcoming Barriers, Local and Regional



Maka Jakhua, director of Green Wave Radio in Tbilisi, Georgia



With support from the Eurasia Foundation, Internet radio is helping communities in Armenia, Azerbaijan, and Georgia talk directly to each other about problems facing their region.

The idea for a radio bridge connecting the three countries was the brainchild of Maka Jakhua, the founder of Radio Green Wave in Tbilisi. Maka began her quest to establish an independent radio station in 1995, when Georgia was slowly emerging from a period of civil war and anarchy. Her idea was to create a radio station that would publicize the efforts of Georgia’s nascent nongovernmental organizations (NGOs), especially those working in the growing environmental movement. Maka fought through endless red tape as she registered her station and obtained a frequency. But her diligence paid off, and by 1997 Green Wave emerged as the number-one rated station in Tbilisi.

To supplement its focus on NGOs, Green Wave Radio began to implement a variety of innovative public service programming, including a show about legal issues. Specialists from the Georgian Association of Young Lawyers (another Eurasia Foundation grantee) answered

callers' questions on a variety of legal matters. In 1998, Maka attended a conference of successful Eurasia Foundation grantees from Georgia, Armenia, and Azerbaijan on the topic of regional cooperation. There she met Harutyun Avazyan from Radio Burg, and the two established a partnership that continues to this day.

Harutyun speaks with pride about the work he was able to accomplish with his partners in Georgia and Azerbaijan. "I gained a lot of valuable experience from this project. I learned that I can work on a team with people from three different countries, and I know what kind of problems to expect and how to avoid these problems. Most importantly, I have partners that I know and trust in Georgia and Azerbaijan. In the future, if I have an idea for a common project, I know the exact people that I can work with."

Getting Their Day in Court:

A training program for Justices of the Peace makes sure that average people can resolve their conflicts efficiently and fairly in a court of law.

Story and photos by Elizabeth Buchanan,
Southern Russia Regional Office

Raisa Avrasova watches as dust slowly settles onto her green clapboard gate. She fondly brushes it off with an old straw broom, revealing a red wooden plaque bearing the address: 44-3 Radishev Street. "This is my home, my place. I've lived here for the past forty-three years." Until last October she thought she would always live here, but an ill-fated confrontation with an unfriendly neighbor nearly destroyed Avrasova's peace of mind and threatened to drive her from her home. Were it not for a ruling from Elena Gundareva, a Saratov Justice of the Peace, Avrasova's life as she knew it would have come to an end.



Thanks to a training program sponsored by the Eurasia Foundation, Elena Gundareva, a Saratov Justice of the Peace, was able to give thoughtful yet swift judgement in the case of Raisa Avrasova. Without an effective Justice of the Peace system, this relatively minor case would have languished in the superior courts.

In today's Russia, where incessant delays and red tape typify the judicial system, the rebirth of an old idea has spawned new hope. In 1998, recognizing that cumbersome legal procedures barred access to justice for millions of ordinary citizens, the Supreme Court of Russia reintroduced the pre-Revolutionary institution of Justices of the Peace. Justices of the Peace are not merely registrars of official documents, as they are in the United States and other countries, but full-scale primary courts that can provide ordinary Russians with instant access to the justice system—access that is an introduction for many to a society based on law. With the help of a grant from the Eurasia Foundation, the Justices of the Peace are able to handle a great number of misdemeanor and petty civil cases that until recently clogged the dockets of the superior courts.

Raisa Avrasova, a senior citizen in one of Saratov's poorest regions, has already benefited from the Justice of the Peace program. In October 2000, a neighbor with whom she had previously had a property dispute attacked her outside her one-story home. During her subsequent ten-day hospitalization, a local police officer took her statement and filed a complaint on her behalf. When she was released from the hospital, however, she learned that the policeman had gone on a two-month vacation and that she would have to wait until he returned to press charges against her attacker. "I was afraid to go back home. But where else could I go?" Raisa explains, gesturing toward her clean, humble kitchen. "My husband and I built this house with our bare hands."

continued



"The Justice was so kind she didn't treat my problem as trivial, at all," says Raisa Avrasova about her lawsuit against her neighbor. Having won her case, she returned home knowing that the court system will enforce the law and ultimately protect her.

As luck would have it, Avrasova learned of Saratov's Justice of the Peace system. Within a matter of weeks, her attacker was tried and fined, and Avrasova was able to return home safely. Her neighbor has not bothered her again. "I give thanks every day that I found someone who could help me. The Justice was so kind—she didn't treat my problem as trivial, at all."

Thanks to an innovative pilot training program created by the Saratov Judicial Department with a \$30,760 grant from the Eurasia Foundation, the Saratov Oblast (one of twenty-six regions to adopt the Justice of the Peace program) is a pioneer in terms of the volume and quality of the services it delivers. Under the grant, the Saratov Law Academy, the Saratov Judicial Department, and seven sitting Oblast-level judges trained 121 lawyers and prosecutors to work as Justices of the Peace. The Supreme Court of Russia has praised this program and cited it as a model for emulation throughout the country, with its focus not only on law and ethics, but psychology, criminal behavior, and interpersonal communication, as well.

"The Saratov Oblast court system works more efficiently now than it ever has, thanks to this training program," explains Justice Evgeny Druzin, a renowned expert on criminal law and procedure and one of seven judges chosen as instructors for the training program. "If the lowest-level judges are properly trained, I can concentrate on my own docket of cases without having to spend time correcting the mistakes of others. The Saratov Justices of the Peace have tried two, maybe three times more cases than in other regions, simply because they are better trained and more prepared for their jobs after having studied with judges who have more than twenty years' experience. You just can't find that in a

textbook."

The Saratov Oblast Justices of the Peace resolved more than ten thousand cases in the first four months of 2001. They have had a significant effect on the lives of ordinary citizens in the Saratov Oblast: now, instead of waiting many months for a cursory hearing before one of Russia's overburdened superior courts, ordinary people have immediate access to the justice system. Through the Judicial Department's training program, the Justices of the Peace learned to resolve title disputes, divorces, and civil cases efficiently.

Avrasova, along with the thousands of other Saratov Oblast residents who have benefited from the Justice of the Peace program, now knows that Russia's legal system can and should work for the benefit of all her citizens, regardless of who they are or how large or small their problems. Knowing that a legitimate legal process exists that will address complaints seriously, Raisa Avrasova has more confidence in the rule of law in Saratov, which allows her to recover from the crime against her with peace of mind. Sipping tea at her kitchen table and admiring her meticulously tended flower garden through her window at 44-3 Radishev Street, Raisa is content.

Advocacy Campaign:

Building a Corps of Democracy Activists in Kazakhstan

Story By Jeff Erlich, Almaty Regional Office
Photos by Chris Runyan

The visit from the tax police was not unexpected, coming a week after a visit from a prosecutor. As Pavel Lobochoy looked on, the police hauled away financial records and the computer hard drive from his organization, Echo—one of thirteen nongovernmental democracy organizations in Kazakhstan that recently worked together to stage an advocacy campaign supported by the Eurasia Foundation.

The groups each received separate grants, but worked in concert to promote legislation on local self-governance. Coordinated by the national Center for Support of Democracy, the campaign exemplified the type of partnership that the Eurasia Foundation seeks among local organizations. Judging by the experience of Echo and the campaign's five other organizations that also received visits from tax authorities, the groups are clearly catching people's attention.

"They had one purpose: to scare us," Lobochoy says of the tax inspectors. "But thanks to the Eurasia Foundation's strict accounting requirements, we had everything in order, and there was nothing they could do."

The organizations also caught the attention of Kazakhstani citizens as they made history with the first citizen-lobbying effort ever in Kazakhstan. They targeted a flawed bill that in name would decentralize the nation's post-Soviet government, but in fact would set back the growing movement for local self-rule. The organizations in the advocacy campaign chose a petition drive as their means—collecting a total of 90,000 signatures of people who want to guarantee the right to participate in their own governance.

In one sense, the organizations achieved only a partial victory: the bill stalled in the legislature and was quietly pulled by the executive branch. Unfortunately, a better bill has not replaced it.

In other ways, however, the campaign was successful. The thirteen groups proved that Kazakhstan's parliament, when faced with widespread public opposition, will hesitate to rubber-stamp legislation sent from the president's



Pavel Lobachev delivers petitions to the Kazakhstan parliament calling for a decentralization of power.

administration. They have kept the issue of local self-governance at the forefront of public debate (the president recently promised trial elections for local political offices). They trained three thousand activists across Kazakhstan in petition drives and other civic campaign tactics. Finally, they awakened the interest of thousands of citizens in replacing centralized, autocratic rule with locally chosen leadership.

A Nationwide Campaign Focuses on Local Governance

“In America, people don’t vote because they basically have a normal life,” says Natalia Chumakova, director of the Almaty-based Center for Support of Democracy. “The reason we don’t vote is fundamentally different. We don’t vote because we don’t think that our votes mean anything.” With a \$35,000 grant from the Eurasia Foundation, the center trained regional activists throughout Kazakhstan and coordinated the nationwide campaign to increase public participation in government decisionmaking. As Chumakova explains, “In order to turn the faces of people toward democracy, people need to feel that government affects their lives and represents their interests.”

In the fall of 2000, one could see canvassers pounding the pavement to collect signatures for the campaign, or open a newspaper in any of a dozen cities to stories such as “Deputy Tshanov Promises to Honor the Opinion of His Constituency.” If this headline from a local newspaper appears to lack the skepticism of American political journalism, it is important to remember that stories in which constituents instruct politicians are the equivalent here of “Man Bites Dog.”

While it was a first of its kind, the campaign for local self-governance did not emerge overnight. Rather, it drew on a network of democracy supporters who monitored the most recent parliamentary elections, in October 1999. The National Democratic Institute for International Affairs (NDI), which like the Eurasia Foundation is supported by the U.S. Agency for International Development, trained the monitors. Chumakova’s organization then coordinated local monitoring by nongovernmental organizations (NGOs) in each of Kazakhstan’s fourteen regions. Based on the observations of 2,500 volunteer monitors, the NGOs declared the elections “dishonest, unfair, and non-transparent.”

In these election monitors Chumakova saw organized, enthusiastic activists, and she did not want them to sit idle until the next election. In a country with what the International Helsinki Federation for Human Rights calls “almost unlimited presidential power (and) no functioning local system of self-government,” she did not have to wait long to put her volunteers to work again. With the introduction of the flawed bill in early 2000, she saw a mission for the monitors—one that fit well with her group’s focus on local self-governance and civic education.

Chumakova then called on NDI for advice and assistance in how to oppose the bill. Together, they decided to launch a nationwide advocacy campaign, using the same partner organizations that had monitored elections, to conduct petition drives and lobby their members of parliament. The Eurasia Foundation saw in this idea an innovative way to increase citizen involvement in government, while at the same time promoting local leadership. In March, it awarded the regional NGOs grants between \$3,000 and \$3,500 each.



Democracy activists Tlep Baimagambetov (L) of Aktau and Paulina Golubtsova of Pavlodar role play a meeting between a lobbyist and parliamentarian.

Training Volunteers, Educating the Public

The first step was to train the activists, drawn mainly from the ranks of the election monitors, in the merits of local self-governance and campaigning techniques. The activists would then stage regional civic education campaigns, collect signatures opposing the bill, and ultimately take their demands to parliament.

Sagat Zhusip, director of the Public Association for Democracy Assistance in the Kyzylorda region east of the Aral Sea, says it took some convincing to get people to sign his organization's petition. "People thought this would be a useless exercise. They don't think they can change anything—they think everything depends on who is in power," Zhusip says. "They didn't want to give their addresses because they were afraid someone would come the next day to ask them why they signed this."

With fifteen trained activists giving curbside short courses in citizen participation, however, 8,500 people did indeed sign the petition in the Kyzylorda region. Zhusip wanted a larger share of the region's 650,000 people, but he knows that if there is another similar campaign, he is certain to gain more activists and in turn more signatures.

Such campaigning does not come without risk in Kazakhstan. Zhusip, who is a member of an opposition political party, got a hint of this when the New Kyzylorda newspaper called him a "small fry" who was helping foreigners create a puppet state of the West by playing on the naiveté of Kazakhstanis.

In Aktau, on Kazakhstan's Caspian coast, collecting signatures was somewhat easier, says Tlep Baimagambetov of Parasat, a regional democracy organization. Perhaps this is due to the city's isolation, which allowed it to retain a degree of the spirit that earned the nomad tribes here the name "Free Riders," or Kazakh. Parasat's one hundred activists and seven trainers working in Aktau and surrounding villages found that "the bulk of people believed this would be a good step forward."

Getting the Word out and Getting It to Parliament

The bill on local self-governance, on the other hand, would have been a half-measure, at best. The American Bar Association/Central and East European Law Initiative (ABI-CEELI) wrote in a September 2000 analysis that the bill "does not vest significant powers in local self-government authorities," "reserves the right of the (national) government to regulate activities of local government entities," and does not give local governments the financial authority to function.

This analysis would not have been possible had the citizen lobbyists not found sympathetic members of parliament who agreed to publish the bill—an almost unheard-of practice in Kazakhstan.

Before the bill's publication, "the population knew practically nothing" about it, says Zinaida Terekhina, of the Kompas Potrebitya organization in Petropavlosk, in northern Kazakhstan. After the bill appeared in newspapers, however, and people could see for themselves what it would and would not do, the petition drive took off. The count topped out at more than 90,000 signatures on stacks of petitions from across the country. The regional activists then hand-delivered them to the capital, Astana, in late September.

Before presenting the petitions to the members of parliament, the activists underwent training to help them deal with parliamentarians who were unaccustomed to constituent visits. By turns they played roles of rude, impatient, or simply uninterested legislators, and themselves, trying out their powers of persuasion.

Primed with this training, the activists held sixty-two meetings with legislators to present their case and solicit commitments of support. They then held a roundtable discussion with legislators to discuss their views and get

the legislators' positions, either for or against, on the record. The roundtable also led to the creation of a multi-party working group on the legislation.

The fruits of their labor appeared almost imperceptibly. At the end of the campaign in January 2001, a message came through a back channel that the executive branch had withdrawn the legislation for review. "I don't think this bill will be the last," assures Chumakova. "Nevertheless, we have seen that there is a real desire to have locally elected governments."

Senator Leonid Burlakov is chairman of the Senate Committee on Regional Development and Local Self-Governance. He said the activists' views, which he and other parliamentarians heard about through the campaign and in meetings with them, will factor strongly in rewriting the bill. But, he continued, first should come the election of akims, the regional and city governors currently appointed by the president. President Nursultan Nazarbayev has announced that elections will be held, but when they will take place or how open the will be remains unclear. Even if they do occur, the akims will still be part of the national government, and will continue to answer directly to the president.

As for the activists, they spent the early months of 2001 in a new campaign, fighting legislation to limit the percentage of foreign programming on television. Independent television station owners saw in the legislation an attempt to drive them out of business, increasing the dominance of stations controlled by the government. This time, however, their effort was not enough to stop legislation favored by the president.

According to Zhusip, the next campaign may have to focus on a topic less directly threatening to the central power structure—perhaps a push for free and fair elections, which the government claims to support. "Step by step," says Zhusip, "We'll build a good base for democracy."

ASK Advertising Company

Izmirlian-Eurasia Foundation Small Business Loan Program Armenia

Story by Armenuhie Petrosyan

Few people are lucky enough to fall into their dream jobs. Hayk Karapetyan happens to be one of them, and Armenia is all the happier for it. Following the design instincts that he honed over the past twenty years as a prize-winning architect, Hayk and his company have added stylish touches to restaurants and other establishments across the country. Now, following a loan from the Izmirlian-Eurasia Foundation Small Business Loan Program (SBLP), Hayk and his partners know that their business will be serving the community for years to come.

Hayk began his career soon after graduating from college, working in several offices in Armenia as an architect and construction manager of private homes, large apartment complexes, and government buildings.

After a few years of working for other people, Hayk had gathered substantial experience and knowledge under his belt, so he decided to put his skills to use in following his own ambitions. In 1988, he and three friends founded ASK, a private company offering a range of design services from architecture for whole buildings to neon signs for front doors.

Hiring its own small construction crew, the company was able to generate an income fulfilling both small and large orders for private and public clients. ASK soon grew, establishing branch offices in the cities of Gumri and Vanadzor—Armenia's high-risk earthquake zone. In addition, the ASK construction crews served clients in areas beyond Armenia proper, including Karabagh, Russia, and Slovakia, to design and build apartments, hotels, and discos.

While ASK's construction services made the company profitable, its owners were eager to diversify and offer their clients other services. The first opportunity to venture into a new area came when a grocery store ordered a custom-made neon sign for its front door. Once ASK successfully filled that first order, ASK knew that it could profitably offer both interior and exterior design services using neon lighting and signs, both of which were still



A restaurant and bar designed by the ASK company of Armenia. Two loans from the Izmirlian-Eurasia Foundation Small Business Loan Fund helped the company buy its premises and much-needed supplies.

novelties in Armenia in the mid-1990s. As the number of Yerevan's new restaurants, cafes, and bars began to skyrocket, each competed against the others for the most attractive appearance. Suddenly, Hayk and his colleagues were overwhelmed with opportunities to create unusual yet stylish designs as each new customer arrived with bigger and better ideas.

By 1999, however, ASK found it increasingly difficult to meet the onslaught of orders, caught as it was in a vicious cycle of not being able to buy enough supplies to meet demand for its services. Hayk would not consider losing a single customer, nor would he withdraw funds from ASK's construction projects.

Instead, he opted to borrow funds—a difficult proposition in the Armenia's economy. Fortunately, he was able to find a program that would extend a long-term loan at a competitive interest rate, and in September 1999 that program, the Izmirlian-Eurasia Foundation Small Business Loan Program (SBLP), disbursed a loan of \$15,000 to ASK at an annual interest rate of eighteen percent. Hayk used the loan proceeds to import a large batch of neon and argon gas tubes and other supplies from the United Arab Emirates. The new materials made it possible for ASK to meet the deadlines for all of its pending orders. In the year following the loan, word spread in the business community, and ASK soon became known for its high-quality services and low prices, ultimately doubling its customer base. The results were so positive that in addition to repaying its loan, the company was able to give a raise to each of its ninety permanent employees.



The Holiday Cafe in Yerevan hired ASK to create a unique neon design for its exterior.

Both the SBLP and Hayk knew that they were not running a risk as long as the company tried its best to succeed. “I’m glad that we have to compete in the market, and the competition is growing more and more intense,” explains Hayk. “The competition makes us work harder, which in turn makes our customers happier with the quality of our services and eager to place more orders. I’m delighted if a customer chooses us for our lower prices, but I’m even more pleased when they choose us for our quality.”

In April 2001 ASK repaid its loan in full and received another loan of \$40,000 from the SBLP shortly afterwards. “Any loan is a great risk for the company, and for the creditor as well, but for us it really is a catalyst,” explains Hayk. ASK has used a part of the second loan to buy the premises that they were previously renting. It used the remaining funds to buy more supplies and fill more neon sign orders.

ASK is now one of five companies in the ASK Associated Group. Each company in the group specializes in its own area, including apartment complex design and construction (Arkhinova, Ltd.), import and export of sign materials (See Signs, LLC), purchase and sales of sign materials (ASK Signs, LLC), and sign making and design (ASK Neon, LLC-Russia).

ASK has always been rewarded for its good ideas, which have earned it commendations from local government and private organizations, including Coca Cola Bottlers Armenia, Armenian Airlines, the City of Yerevan, and the Social Investment Fund. In July 2000, Hayk traveled to New York to receive the most remarkable prize that ASK has received to date—the Quality Summit Gold Award for Excellence and Business Prestige.

The Alga Rural Women's NGO: *Introducing Commerce to the Unconnected*

Chu Oblast, Kyrgyz Republic

Story by Chris Runyan, Almaty Regional Office

In the few hours it takes to drive the 70 kilometers to the village of Issyk-Ata from the Kyrgyz capital of Bishkek, the abandoned vehicles on the sides of the road, the horses wandering in the fields, and the mule carts that many use for transportation might lead one to believe that little is happening in this mountainous country. But on arriving in Issyk-Ata, this impression is quickly dispelled.

The Alga Rural Women's NGO, a Eurasia Foundation grantee, has helped bring this small community together by providing training and support to the village women's association. After spending even a little time in the village, it is obvious that the streets, monuments, lawns, and houses are well kept. It turns out that this is the work of the women's association—a small army of women that also tends to the homebound elderly and veterans, and, in an effort to keep young adults out of trouble, they have even built a disco. While Issyk-Ata suffers from the endemic problems of rural life in a slowly developing country, this place is taking the challenge in stride, and without relying on the national government for assistance. When the government announced a micro-credit program to offer agricultural loans to buy plots of farmland between eight and twelve acres in size, the women's association was ready to lead the effort.



A \$75 loan and a piece of land has given Gulnara Muzhitova an income and food for her family.

Gulnara Muzhitova, a shy, middle-aged mother from Issyk-Ata, received a \$75 loan and ten acres of land through the micro-credit program, which she used for sugar beets, winter grain, and sunflowers. “Without the training and help from Alga, I wouldn’t have known how to do this myself. It’s funny, but I didn’t even know what most of the business words meant,” she says. Her efforts have paid off. The yield of her privately run land was six times more than that of the still-operating state farm. “With that much extra, I can sell more for profit and store more for winter,” says Muzhitova. More than sixty other women in the village also went on to try their hand in private small-plot farming with help from Alga.

Olga Janaeva, Alga’s director, believes that motivating women to take charge of their fates and using existing opportunities for development can address issues ranging from entrepreneurship to human rights to domestic violence and poverty. She sees a source of leadership in these women that only needs to be tapped. “We have a tradition that when things are bad, women get together and talk about their problems. Public gatherings—weddings for example—have always been opportunities for us to gather and develop plans for dealing with situations,” says Janaeva. It is this solidarity, the worsening conditions, and the strength of their membership that gives her hope.

A sociologist and experienced local development specialist, Janaeva has attended women’s forums in India, the United States, and Greece to hear the voices of others as they tackle the many obstacles people in developing



The village of Issyk-Ata sits in the Chu Oblast in the north of the Kyrgyz Republic.

They slowly realized that they could act. Once they did, they were a very positive force for change,” explains Janaeva. She hopes that the efforts of Alga will carry out a similar mission, and meet with similar success, in rural regions of Chu oblast.

When Alga received a \$25,242 grant from the Eurasia Foundation in January 1998 to conduct three-day rudimentary business training seminars, they knew where they could go to find an enthusiastic audience. The grant focused on providing women in the areas of Kant, Alamedin, and Issyk-Ata with a chance to acquire training in sales, distribution, marketing, management, and advertising to make them eligible for loans. Several government and international donor micro-credit programs exist in that area, but candidates must present a cogent business plan in order to be considered. The Eurasia Foundation grant provided salaries for thirteen trainers to conduct lectures, lead group discussions, present case studies, and walk classes through real-life exercises.

During the course of the grant, which ended in October 2000, Alga trained 325 people and provided follow-up consulting services for 200. More than 200 have obtained micro loans, and more will soon be applying or returning for their second round of credit. Alga’s ten employees used their three small branch offices to provide information, support, and classrooms in an area covering hundreds of miles of farmland. Their main office includes a computer lab, a small lecture hall, a legal consulting department, and a business training center.

Alga was formed in 1995 and is well known in the area—but it has been an uphill battle. “At the beginning, the local government thought we were a sect of radical feminists. They learned pretty quickly that we meant business. Now we call ourselves partners [with the government], and they give us rent-free office space,” adds Janaeva.



Tolkun Babekova (left) and Jumabube Tugunbaeva sell traditional textiles for use in dowries.

nations face. It was an article on women’s groups in Africa that prompted her to leave university and begin grassroots work. “The challenges are greater in Africa, and the living conditions much worse, but here were groups of women coming together to lead their communities.

Altynai Altymisheva was one of those who decided to pursue the advertisements posted in the dirt streets of her village, Kant. She has spent most of her life at home, but her husband's persistent health problems have forced her to play the role of breadwinner. "I was cooking at home, and thought I might try to find ways of selling some for extra money. In the training I learned that producing on a larger scale would allow me to offer lower prices, and with that I set up a catering business plan. I was very scared that I wouldn't be able to pay back the 2,000 som [\$50] loan, and now I have contracts to provide food to over 1,000 students in the regional school." She used her funds to buy large stocks of food after winning the school-catering contract.

Tolkun Babekova and Jumabube Tugunbaeva, from the Alemedin region, have found a niche market for their skills. They and two other women make traditional Kyrgyz wool and cotton textiles. After completing the training, they decided to offer handmade carpets, pillowcases, and blankets for sale to brides as they collected dowries to present to their fiancés' families. As these skills have largely been lost, the four women have a steady stream of special orders.

Alga continues to monitor its trainees and reminds them that the door is always open should they need additional help or advice. They hope to become even more involved in pushing for greater involvement in micro-credit economic development, and in presenting opportunities to those who have not yet taken their chance. Janaeva adds, "The worst frustration is not that life is hard, but when people give up hope for change and resolve to just get by." Alga has helped bring attention to this region, and has shown that a wealth of motivated people await the chance to take control of their lives.

Appendix B:

Expenditure Chart by Strategic Objective

USAID Core Grant Expenditures Only
Period 10/01/00 - 9/30/01

	Armenia	Azer./Georgia	Belarus/Mold.	Central Asia	Russia	Ukraine	
ENI-SO-1.2 (Fiscal Policies)	\$58,010	\$35,423	-\$7,558	\$268,664	\$615,359	\$0	
ENI-SO-1.3 (Private Enterprise)	\$1,624,383	\$1,632,711	\$174,530	\$1,948,112	\$4,359,637	\$3,035,759	
ENI-SO-1.4 (Responsive Fin Sctr)	-\$4,854	-\$8,657	-\$5,878	\$222,332	\$858,005	-\$6,101	
ENI-SO-2.1 (Informed Citizenry)	\$1,009,886	\$1,594,421	\$45,102	\$1,388,393	\$2,042,192	-\$102,177	
ENI-SO-2.2 (Legal Reform)	\$33,993	\$868,410	-\$42,639	\$248,260	\$448,510	-\$28,528	
ENI-SO-2.3 (Local Government)	\$134,504	\$271,405	-\$22,678	\$330,921	\$1,493,837	-\$128,134	
Totals	\$2,855,922	\$4,393,713	\$140,879	\$4,406,682	\$9,817,540	\$2,770,819	

The figures above include both grants awarded and Foundation-administered programs.

Appendix C:

FY01 U.S. Government Grants List By Country and Strategic Objective

NOTE:

Since some strategic objectives are broader than others, certain grants might conceivably be categorized under multiple SOs; in such cases, a decision was made to classify the grant in a single SO category. For example, many of the grants that the Foundation makes in support of economics education or the development of private enterprise also support greater citizen participation in political and economic decision-making because these grants are often given to nongovernmental organizations (NGOs). All grants made in the last fiscal year are recorded and reported under the country of impact and most appropriate SO.

SO 1.2: Increased soundness of fiscal policies and fiscal management practices.

SO 1.3: Accelerated development and growth of private enterprises.

SO 1.4: A more competitive and market-responsive private financial sector.

SO 2.1: Increased, better-informed citizens' participation in political and economic decision-making.

SO 2.2: Legal systems that better support democratic processes and market reforms.

SO 2.3: More effective, responsible, and accountable local governments.

1.2 Fiscal Policies & Management Practices

Open Door Grants

Armenian Fund of Seismic Protection

\$32,267

Armenia (Yerevan City)

In support of the development of effective municipal emergency preparedness plans for the cities of Baku, Yerevan and Tbilisi in the event of an earthquake. The plans will be developed according to a methodology that was designed in Gyumri, Armenia by the Northern Department of the National Service for Seismic Protection in the Republic of Armenia. The final results of the project will be presented to municipal government bodies in each city, along with recommendations for implementation.

1.3 Private Enterprise Development

Open Door Grants

Securities Market Members Association

\$1,095

Armenia (Yerevan City)

To develop a proposal for a project to integrate the securities markets in the three countries of the South Caucasus.

Armenian Association of Winemakers

\$966

Armenia (Yerevan City)

To develop a proposal to establish a region-wide information exchange system for winemakers and grape producers in the South Caucasus.

Union of Armenian Economists

\$1,104

Armenia (Yerevan City)

To develop a proposal for a project to adopt international standards in the training of economists in the region.

SHEN Charitable Public Organization**\$32,615****Armenia (Yerevan City)**

In support of a project to develop various sectors of farming in the South Caucasus, increase the marketing activities of farmers, and establish business contacts between farmers in the region.

Armenian Association for Protection of Insurers' Rights**\$31,046****Armenia (Yerevan City)**

In support of a project to build cooperation among the three insurance associations of the countries in the South Caucasus. This project aims to develop standardized "Insurance General Conditions" for all three countries, to design a "certificate" program for the first level of professional education for insurers and to develop joint and coordinated activities for the integration of the South Caucasus insurance markets into the international insurance infrastructure. The results of grant will be presented in each country at seminars, on television programs and on a web site. The program summary will be made at an international conference on "South Caucasus Insurance Markets - Synergy and Integration".

National Federation Mountaineering**\$1,058****Armenia (Yerevan City)**

To develop a proposal to create a network of mountaineering guides and rescue services in the region.

Advertising Association Union of Juridical Persons**\$987****Armenia (Yerevan City)**

To develop a proposal on the creation of a unified advertising market in the South Caucasus region.

Foreign Investors Assembly Public Organization**\$1,098****Armenia (Yerevan City)**

To develop a detailed proposal for the coordination of banking activities in the South Caucasus with the aim of improving the investment climate in the region.

Business Women's Committee**\$1,034****Armenia (Lori Province)**

To support preliminary research into the development of a virtual business center in the South Caucasus region.

Financial Banking College Foundation**\$1,295****Armenia (Yerevan City)**

To develop a proposal to create training modules and conduct training for the banking industry in the South Caucasus region.

University of Texas at Austin**\$17,605****Armenia (Yerevan City)**

In support of an assessment of potential Armenian institutional partners to host and implement a locally licensed Masters of Science in Science and Technology Commercialization degree program.

SPITAK Rescue Centre**\$26,946****Armenia (Yerevan City)**

In support of development of adventure tourism (mountaineering, rock climbing and mountain skiing) in Armenia project proposes the creation of 12 routes for tourism tours (description, certification and registration), creation of a web-site, production of videocassettes with routes, publishing of booklets, conducting an advertising tour for journalists writing on tourism issues and as a result conducting two experimental tours by the routes developed within the project.

Academy of Quality Problems**\$31,444****Armenia (Yerevan City)**

Support of local entrepreneurs and businessmen in improvement of quality and competitiveness of products and services. The program includes development of teaching-methodical materials, realization of lectures, provision of the information on international quality standards, assistance in implementation of systems of quality and accreditation of expert laboratories.

Armenian Association of Management**\$34,974****Armenia (Yerevan City)**

In support of improvement of higher management education by the introduction of new methodology, manual and practice of "business games." The grant will cover expenses on development of methodology and elaboration of software for business games, their approbation and introduction into YSEU, economic faculty of YSU, and in public administration school of RA.

Merchants' Union of Armenia**\$30,606****Armenia (Yerevan City)**

In support of increasing legal awareness of merchants and strengthening their role and public influence as tax payers. The project envisions provision of legal support to merchants through organization of 35 seminars, consultations and practical training as well as lobbying of their interests.

Association for Foreign Investments and Cooperation**\$31,458****Armenia (Yerevan City)**

To strengthen the role of business associations in the process of development of favorable enterprise environment and market infrastructures. The project envisions data collection on active associations, their classification as

well as providing consulting, information and technical support to the associations. A CD-format database, containing analytical and methodical materials will be distributed and frequently updated web site-based database on business associations will be created.

Evrasia Charity Union Public Organization

\$22,237

Armenia (Yerevan City)

In support of the development of a communication system between local manufacturers of agricultural products and external buyers. The grant funds will cover provision of consulting services to local manufacturers, establishment of a marketing center, development of a unified database. The project will help attract new members and develop the Union institutionally.

Armenian Tourism Association

\$33,869

Armenia (Yerevan City)

In support of Sustainable Tourism (ST) development of Armenia through provision of training in ST in the capital and regions of Armenia. The grant will also support creation of informational materials, textbook, illustrated guidebook on "ST in Armenia" and the web-portal of ST.

Tourism Support Center

\$32,595

Armenia (Yerevan City)

In support of development of tourism industry the project is aimed to create an operatively controlled information network, capable to supply data on accommodation (hotels and a private sector), tourist routes, tourist agencies, transportation, insurance and medical services, restaurants and organization of leisure. The project plans also creation of a Web site.

Agroprogram Union of Legal Persons

\$24,186

Armenia (Yerevan City)

In support of creation and development of a marketing center for the agro-processing industry with the goal of increasing the profitability of agro-processing enterprises, and volumes of production and sales in domestic and external markets.

Armenian World Union NGO

\$33,145

Armenia (Yerevan City)

In support of development of tourism and commercial transportation in the country. A modern, detailed road atlas will be prepared and issued. It will contain comprehensive information on Armenian roads that could be used by investors, businesspeople, transport and tourist organizations, state agencies, and individual tourists and motorists. It will be available online.

Armenian International Contractors Association NGO

\$29,657

Armenia (Yerevan City)

To support the process of integration of Armenian construction industry into the world market. The project will develop and organize training courses for Armenian construction firms and transfer of techniques and mechanisms for participation in international competitions.

Armenian Stock Exchange ARMEX

\$22,997

Armenia (Yerevan City)

In support of development of stock exchange market, project aims to develop, publish, and disseminate methodological literature for brokers/dealers that regulates their activity as well as for shareholders and investors, presenting their rights and obligations. Grant also covers support of stock exchange initial operating costs.

Union of Apiarists and Apitherapy

\$31,245

Armenia (Yerevan City)

In support of the development of bee keeping, project aims to elaborate and implement national standards for quality of honey that corresponds to the world standards. In addition, it is envisioned to conduct business-seminars in regions, create a regional database on bee keeping, publish the association's directory and organize an exhibition.

Association of Film Critics & Cinema Journalists

\$34,641

Armenia

To strengthen the capacity of the audio-visual media sector through an information campaign. Project activities include the creation of a comprehensive database on different aspects of audio-visual information; the production and distribution of a bulletin on relevant legislation; and the creation of a home page for the association. In addition, a seminar will be conducted on the topic of creating a free market for audio-visual production in Armenia.

South Caucasus Regional Tourism Promotion

The tourism industry in the South Caucasus, once highly profitable, has been devastated by the collapse of the Soviet Union and outbreak of war in the region. This competition supports the development of the tourism industry in the South Caucasus with grants for projects to improve marketing of the region, through outputs such as promotional brochures, CD-ROMs, websites and guides. These marketing products will improve consumers' knowledge of the South Caucasus and increase demand for travel to the region, which will generate jobs and economic growth.

Educational & Cultural Union Hayots Dprots

\$1,195

Armenia (Yerevan City)

To develop a proposal to fund research on opportunities for the development of ecotourism in border areas of the three countries.

Ecotourism Association Public Organization**\$971****Armenia (Yerevan City)**

To develop a proposal to fund research on ecotourism opportunities in Azerbaijan, Armenia and Georgia.

Tourist Information Center Foundation**\$926****Armenia (Yerevan City)**

To develop a proposal to fund the creation of a Caucasus-wide on-line information system.

Ashtarak University after Nerses Ashtaraketsy**\$1,068****Armenia (Aragatsotn Province)**

To develop a proposal to fund the creation of improved education programs in tourism marketing and management.

Arcada, Ltd.**\$1,061****Armenia (Yerevan City)**

To develop a proposal to support the creation of a network of tour operators in the region.

Artsrunit**\$971****Armenia (Yerevan City)**

To develop a proposal to create a network of hotels in the region.

Armenian Tourism Association**\$992****Armenia (Yerevan City)**

To develop a proposal to create a database of tourism accommodation facilities in the region.

Intour CJSC**\$945****Armenia (Yerevan City)**

To develop a proposal to create "Caucasus Tourism Online," a region-wide, interactive search and reservation booking system.

Ecotourism Association Public Organization**\$33,774****Armenia (Gegharkunik Province, Lori Province, Tavush Province, Yerevan City)**

To support of a project that will further the development of agro-tourism in rural and cross-border areas of the South Caucasus. Project activities include: developing marketing tools for the industry such as brochures and a web site; developing an accommodations database, and the creation of a regional agro-tourism association.

National Federation Mountaineering

\$31,271

Armenia (Armavir Province, Lori Province, Syunk Province, Tavush Province, Yerevan City)

In support of the development of the adventure tourism industry in the South Caucasus through the development and adoption of safety norms in mountain resorts that conform to international standards in safety. The project will create and promote a united, regional information network for rescue and guide services to be used by hotels, travel agencies and individual tourists.

Tourist Information Center Foundation

\$27,392

Armenia (Yerevan City)

In support of a project to undertake an informational campaign that will improve the image of the south Caucasus as a tourism destination with both foreign tour operators and individual travelers. Project activities include the development of promotional materials for tourism trade fairs such as brochures and CD-ROMs, the creation of a regional tourism web portal and the distribution of a quarterly electronic bulletin on tourism in the region.

Armenian Association of Travel Agents

\$18,810

Armenia (Yerevan City)

In support of a project to promote tourism in the countries of the south Caucasus through the publication of a guidebook to the region. Publication of the guide will be preceded by a detailed market survey to determine the niche for the guide and the information that it will contain.

Strengthening of Existing Training Academies

In order to meet the needs of the rapidly developing Armenian ICT sector in the high-tech workforce with current technical knowledge and skills, the Eurasia Foundation is announcing a grant competition to identify the four best training centers. The Foundation will provide equipment, materials and operating expenses to these centers in order to start up authorized training courses for company-specific products such as Microsoft, Oracle, Cisco, and Sun Microsystems.

Internet Union Public Organization

\$34,930

Armenia (Yerevan City)

In support of development of e-business. The grant will support the creation of an e-business center and its infrastructure in Armenia and in region as well as training of e-commerce specialists.

Strengthening of Existing Training Academies

State Engineering University of Armenia

\$24,920

Armenia (Yerevan City)

In support of development of standardized education in the area of Information Technology. Project envisions organization of authorized and certified training in Cisco Systems network technologies on the basis of the Center for Increase of Trainers Qualification. The project is proposed to be implemented on the basis of existing Regional Cisco Academy.

State Engineering University of Armenia, Gyumri Branch

\$28,222

Armenia (Shirak Province)

In support of development of standardized education in Shirak region in the area of Information Technology. Project envisions organization of authorized and certified training in Cisco Systems network technologies. The project is proposed to be implemented on the basis of existing Local Cisco Academy.

Yerevan University of Management and Information Technologies, Ltd.

\$29,780

Armenia (Yerevan City)

In support of development of standardized education in the area of information technology. Project envisions organization of Oracle Authorized Training Center for preparation specialists in development and administrations of Oracle databases.

Albion, Ltd.

\$29,990

Armenia (Yerevan City)

In support of development of standardized education in the area of information technology. The project envisions the organization of a Microsoft Authorized Training Center for preparation Microsoft Certified Solution Developer specialists.

Arminco, Ltd.

\$29,930

Armenia (Yerevan City)

In support of development of standardized education in the area of information technology. The project envisions organization of a Microsoft Authorized Training Center for preparation Microsoft Certified Systems Engineer specialists.

Support for Establishment of Infrastructure for Technology Commercialization

To revitalize Armenia's research and development industry by facilitating the commercialization of promising technologies. The project will finance the establishment of a number of sector-specific technology commercialization centers, which will work with scientists and research institutions to market their innovations to established companies in Armenia and especially abroad.

State Engineering University of Armenia, Gyumri Branch

\$31,702

Armenia (Shirak Province)

In support of establishment of a regional marketing center to develop the mechanisms of introduction of new technologies in the industry of Shirak region to commercialize it and to restore the relations between University and industry.

Institute of Biotechnology CJSC

\$29,857

Armenia (Yerevan City)

In support of commercialization of new technologies. The project envisions creation of a marketing infrastructure and restoration of economic and business relations and in the sector of biotechnology in Armenia and abroad.

Viasphere Technopark CJSC

\$27,226

Armenia (Yerevan City)

In support of commercialization of the scientific research and new technologies of the small innovation companies the project proposes to establish a technology commercialization center.

Apricot Plus, Ltd.

\$29,615

Armenia (Yerevan City)

In support of integration of scientists and manufacturers on all the stages of creation, transfer and implementation of scientific technologies. The project proposes to create consulting center of technology transfer. The center will provide information, consulting services and legal support for technology commercialization, it will organize round tables with the participation of scientists and businessmen and publish bulletins.

Ameria CJSC

\$29,397

Armenia (Yerevan City)

To promote the commercialization of the local scientific research outputs. The project proposes to establish an innovation & technology promotion center. The center will identify and help to develop projects with the opportunities of successful promotion to the potential users among industrial and financial entities.

2.1 Citizen Political/Economic Participation

Open Door Grants

Armenian Library Association

\$955

Armenia (Yerevan City)

To develop a proposal for the creation of network of training centers in the region that would offer courses for librarians and other information specialists.

The Union for the Protection of Consumers Rights

\$1,016

Armenia (Yerevan City)

To develop a proposal for a project to defend consumers' rights in the south Caucasus.

Armenian Young Lawyers Association

\$661

Armenia (Yerevan City)

To develop a proposal for a project to monitor local governments and their relation to regional and central authorities.

Union of Journalists of Armenia

\$1,123

Armenia (Yerevan City)

To develop a proposal to establish training courses in economic issues for journalists in the south Caucasus.

Association of Armenian Freight Forwarders

\$29,216

Armenia (Yerevan City)

In support of a project to develop recommendations for harmonizing the legislation concerning transportation and freight forwarding in the three countries of the south Caucasus. The three partner organizations will create an information database for all three countries, develop and print 1,000 copies of a training manual for freight forwarders and representatives of transportation companies and conduct 12 training courses for a total number of 180 specialists. The results of the projects will be presented in an informational bulletin, 2,000 copies of which will be distributed monthly among freight forwarders, transportation companies, and the governments in the three countries of the south Caucasus.

Union of Civil Society Public Organization

\$34,455

Armenia (Yerevan City)

In support of a project to reform election legislation in the countries of the south Caucasus in accordance with international standards (United Nations, OSCE, Council of Europe) and to raise the level of voters' education. Activities planned in the framework of the project include the comparative analysis of election law in the three countries of the south Caucasus, developing recommendations for improvements, publication of brochures, and conducting seminars for voters, and establishing a regional corps of observers for the future monitoring of elections.

AREG-73 Scientific Cultural Youth Association**\$34,792****Armenia (Yerevan City)**

In support of a project to conduct a comprehensive public opinion survey of the attitudes of young voters in each country, along with a content analysis of the mass media most popular with this group of voters. After the survey and analysis are complete, the results will be presented to members of the media for their input, and a training seminar for journalists will be held, forming the basis for an informal network of journalists who are familiar with the challenges of reaching young voters. While the grant from SCCP covers only these preliminary activities, project organizers eventually hope to conduct a mass media voter education campaign, implemented through a network of NGOs and media outlets, with the goal of increasing the participation of young voters in elections throughout the region.

State Engineering University of Armenia**\$1,382****Armenia (Yerevan City)**

In support of preliminary research into extending the Eurasia Foundation's Economics Education and Research Consortium program to the south Caucasus region, in particular, establishing a regional master's degree program in economics that would meet Western standards in economics education.

Yerevan State University**\$1,382****Armenia (Yerevan City)**

In support of preliminary research into extending the Eurasia Foundation's Economics Education and Research Consortium program to the south Caucasus region, in particular, establishing a regional master's degree program in economics that would meet Western standards in economics education.

The Union for the Protection of Consumers Rights**\$34,424****Armenia (Yerevan City)**

In support of a project to protect consumers' rights in the south Caucasus region. The project will identify problems with the enforcement of consumer protection legislation and develop recommendations for bringing such legislation into conformance with international standards and the requirements of the Council of Europe. The project will conduct weekly monitoring of consumer rights violations and publish the results in a newspaper supplement that will appear in independent newspapers across the south Caucasus region. Results will also be reported in radio programs.

TIM Explorations Centre Non-Governmental Organization**\$32,979****Armenia (Yerevan City)**

In support of a project to raise the qualifications of journalists in the south Caucasus who report on economic reform issues, through a series of trainings. The project will publish training materials and conduct a "training of trainers" for journalists, who will continue to train more journalists after the completion of the grant. Project organizers will also publish brochures, put out an electronic bulletin and organize on-line conferences for participants.

Armenian Library Association**\$33,198****Armenia (Yerevan City)**

In support of promoting organizational and structural reforms in library science in the South Caucasus through the establishment of a Regional Training Center for information specialists and librarians. The center will have three branches, one in each country. At each branch, two cycles of training will be held for a total of about 90 librarians and information specialists. Other center activities will include publication of a comprehensive directory of libraries in the south Caucasus, creating a web site, and establishing a library of materials on library/information science, which will all enhance the development of on-going training in the best international practices of library and information management.

Patker Limited Liability Company**\$1,002****Armenia (Yerevan City)**

To develop a detailed proposal for developing technical tools and legal and financial mechanisms for the exchange of photographic material between mass media in the south Caucasus.

Center for Regional Development**\$32,774****Armenia (Yerevan City)**

In support of a project to increase public awareness of issues related to customs regulations in order to reduce corruption at customs administrations in the South Caucasus; and to assist governments in bringing customs regulations and procedures into compliance with international standards. The project will identify problems in the existing customs systems and develop recommendations at both the policy and operational level that will promote increased transparency and efficiency.

Armenian National Education Society**\$23,225****Armenia (Yerevan City)**

In support of research on the potential for the implementation in Armenia of the idea of community schools. The project will cover carrying out surveys in eight selected schools and communities, including the analysis of their readiness and receptiveness to the idea, lessons learned from the related activities of other donor agencies. The issue will be discussed in a conference, and the results will be published. Recommendations made will become a base for a follow up program aimed at execution of model projects in selected schools.

The Shareholder's Association Public Organization**\$34,889****Armenia (Yerevan City)**

To unite the efforts of Armenian shareholders in defense of their legal rights and to support increasing their awareness in the field of corporate governance, through the strengthening of association of shareholders. The project includes lectures, seminars and round tables for shareholders, management layers of JSC and journalists, production of TV and radio programs and creation of the Association's home page.

Urtu Weekly Edition**\$1,674.25****Armenia (Yerevan City)**

In support of the newspapers to produce more professional product to improve the efficiency of newspaper workflow.

Association of Investigative Journalists NGO**\$19,312****Armenia (Yerevan City)**

In support of development of mechanisms of protection of the individual's constitutional right of access to information by the establishment of a Center of Freedom of Information. The project covers the creation and the operation the center, an information campaign to communicate the benefits of the center to the citizens and creation of the institutional web site. The center will also conduct workshops at organizations and institutions that have received an abundance of public criticism. The progress and activities of the center will be highlighted in a quarterly bulletin.

HOGATSUTYUN Social Charitable NGO**\$18,063****Armenia (Yerevan City)**

To stimulate community action by strengthening a citizen-founded, community advocacy center. The center will provide community members with free legal consulting and telephone hotline services. Information and community action campaigns will be organized and roundtable discussions will be held to establish contacts with local authorities. Two public opinion pools will be conducted to assess the impact of the project.

LORU MIG, Ltd.**\$25,580****Armenia (Lori Province)**

In support of developing public dialogue between population and local and federal authorities through the broadcast media in Lori region. The project includes production of two series of radio talk shows "We and Our Problems" (52 programs) and "Resonance" (12 programs) with a live call-in component.

ASPAREZ Journalists' Club NGO**\$12,410****Armenia (Shirak Province)**

To strengthen the role of mass media in the development of private and public sectors in the Shirak region. The project includes creation of a service for the local audience measures, the research and indexing processes. A public information campaign on to how to use the rates and shares information, and how to strengthen the role of the population in it (through seminars, published monthly bulletin and TV programs) will be organized.

Armenian Assembly of America's Inc. NGO Training and Resource Center**\$30,130****Armenia (Armavir Province, Lori Province, Shirak Province, Syunik Province, Tavush Province, Yerevan City)**

In support of creating five regional NGO resource centers in the libraries of Gyumri, Vanadzor, Noyemberyan, Armavir, and Kapan, winners of the Foundation's Libraries as Civic Communication Centers competition. Training courses for their Advisory Boards and the technical staff will be organized, as well as on-site training and consulting will be provided. The funds will also cover monitoring of the initial activities of the resource centers and presentation of the results of the project in a joint meeting of representatives from the five resource centers.

United Nations Development Programme Country Office in Armenia**\$29,868****Armenia (Yerevan City)**

In support of creating six community information networks around the libraries of the Shirak, Lori, Tavush, Armavir, and Syunik regions, winners of the Foundation's Libraries as Civic Communication Centers competition.

The six regional servers will be incorporated with the existing Freenet center in Yerevan into a uniform country-wide Freenet network. Training courses for their system administrators will be organized, and on-site training and consulting will also be provided. The funds will also cover monitoring of the initial activities of the Armenian Freenet and presentation of the results of the project in a joint meeting of representatives from the six networks.

Libraries as Civic Communication Centers

In support of creation of civic communication centers, the competition will support six regional libraries in organization of public policy discussions of local community, economic and political issues, creation of community information networks and distance learning facilities for civic education in schools.

Republican Library of Lori Marz

\$24,982

Armenia (Yerevan City)

In support of the creation of a civic communication center, the grant will support organization of public policy discussions of local community, economic and political issues, the creation of a community information network, an NGO resource center, and a distance learning facility for civic education in schools. Library holdings will be increased by purchasing about 500 books on law, NGO issues, civics education, economics, and business.

Republic Library of Syunik Marz

\$22,445

Armenia (Yerevan City)

In support of the creation of a civic communication center, the grant will support organization of public policy discussions of local community, economic and political issues, the creation of a community information network, an NGO resource center, and a distance learning facility for civic education in schools. Library holdings will be increased by purchasing about 500 books on law, NGO issues, civics education, economics, and business.

Republican Library of Armavir Marz

\$25,596

Armenia (Armavir Province)

In support of the creation of a civic communication center, the grant will support organization of public policy discussions of local community, economic and political issues, the creation of a community information network, an NGO resource center, and a distance learning facility for civic education in schools. Library holdings will be increased by purchasing about 500 books on law, NGO issues, civics education, economics, and business.

Library of Town Noemberyan

\$26,955

Armenia

In support of the creation of a civic communication center, the grant will support organization of public policy discussions of local community, economic and political issues, the creation of a community information network, an NGO resource center, and a distance learning facility for civic education in schools. Library holdings will be increased by purchasing about 500 books on law, NGO issues, civics education, economics, and business.

Ministry of Industry and Trade of the Republic of Armenia, ArmRISTI, Gyumri branch

\$20,284

Armenia (Shirak Province)

In support of the creation of a civic communication center, the grant will support organization of public policy discussions of local community, economic and political issues, the creation of a community information network, an NGO resource center, and a distance learning facility for civic education in schools. Library holdings will be increased by purchasing about 500 books on law, NGO issues, civics education, economics, and business.

Centralized Coordinate of Libraries Gyumri

\$21,539

Armenia (Shirak Province)

In support of the creation of a civic communication center, the grant will support organization of public policy discussions of local community, economic and political issues, the creation of a community information network, an NGO resource center, and a distance learning facility for civic education in schools. Library holdings will be increased by purchasing about 500 books on law, NGO issues, civics education, economics, and business.

2.2 Improved Legal Systems

Open Door Grants

The English-Speaking Union International Charity Organization, Armenian Branch

\$18,526

Armenia (Yerevan City)

In support of development of translation/interpretation services to insure quality standards of translation, continuous update of new terminology, improved access to professional information, interpreters' rights protection, legal adjusting of the sphere, and creation of new job opportunities for translators and interpreters. The project includes establishing a Translation Center with a database on existing translators/interpreters, legal consulting and information services. Seminars and roundtable discussions on current problems in the area of translation/interpretation will be conducted.

2.3 More Accountable Local Government

Open Door Grants

Community Finance Officers Association

\$36,791.80

Armenia (Yerevan City)

In support of improved activities of local government bodies through creation of municipal information-analytical centers. The project includes training on methodology and operating the municipal information systems, as well as further consultation, methodological and technical support to participating municipalities.

Ministry of Finance and Economy Economic Research Institute

\$31,460

Armenia (Yerevan City)

In support of improving activities of local self-government bodies by creation of methodology for working out the three-year community development plans. The project includes development of methodology and additional information and didactic materials, their publication and dissemination among municipalities, as well as the conduction of training courses on application of methodologies for representatives of local municipal bodies.

Azerbaijan

1.2 Fiscal Policies & Management Practices

Open Door Grants

Association of Certified Accountants of Azerbaijan

\$25,112

Azerbaijan (Other Azerbaijani Raions)

To support the introduction of international accounting standards and development of qualified Azerbaijani financial experts to facilitate a countrywide transfer to international standards of financial reporting. The project includes (a) training specialists and producing printed training materials; (b) introducing a system of accounting certification; (c) organizing on-going courses for accounting certification; and (d) expanding the Accounting Association's activities into four regions of Azerbaijan.

1.3 Private Enterprise Development

Open Door Grants

Azerbaijan Association of Lawyers

\$26,609

Azerbaijan (Other Azerbaijani Raions)

To help develop the new field of commercial law through the creation and test implementation of a commercial law curriculum for adoption at law schools. Simultaneously, 40 law graduates serving as test students for the curriculum will provide legal counseling services for the private-business sector and practical internships in law firms and commercial enterprises. The graduate participants will be trained in providing legal services to business entities. Practical legal manuals on commercial law will be developed and distributed.

Gizil Petek NGO

\$5,352

Azerbaijan (Other Azerbaijani Raions)

To provide seed funding for efforts to introduce better management practices in the beekeeping industry. Grant funds support needs assessment and training for beekeepers in cost-effective management to increase viability of the sector. The grant will also explore the opportunities for beekeepers to establish formal or informal business associations.

Dirchalish Society of Economic Research**\$29,422****Azerbaijan (Other Azerbaijani Raions)**

To support development of fruit processing, in particular, production and sales promotion of dry fruits in five regions (Sheki, Zakatala, Kakh, Oguz, Gabala, and Belakan). The project includes economic monitoring, legal consultation and business training for 70 entrepreneurs and preparation of educational materials and an electronic map with geographic/economic information relating to this traditional agribusiness sector.

Association of Consulting Companies**\$22,573****Azerbaijan (Other Azerbaijani Raions)**

To advance professionalism of the consulting services sector through training in franchising, organization and functioning of credit unions, and in free economic zones for the target group of 45 consultants from 30 consulting companies; preparation and distribution of information materials, and development of the Association's interactive web-site. The grant will contribute to further development of the Association of Consulting Companies by assisting in providing demand-driven sustainable services to the sector.

Ganja Agribusiness Association**\$25,193****Azerbaijan**

To support agribusiness development in an important agricultural sector-production of walnuts and hazelnuts-in three key production regions (Kakhi, Zakatali, and Belokani). The project will introduce the practice of regularly surveying industry needs, supply and demand; identify and train the most promising 60 farmers in quality control and sales; provide consulting for farmers, and establish a network of 10 mini-processing factories for farmer-buyer collaboration.

Knowledge Ganja Society**\$17,037****Azerbaijan (Other Azerbaijani Raions)**

In support of a more competitive SME sector in the western region of Azerbaijan through introducing efficient marketing practices and creating an electronic data base with business relevant resources. The project includes Internet search-and-promotion training for 36 managers from small and medium-sized enterprises and training in automated accounting and record keeping for 27 accountants, creation of 15 business Web sites, and providing related consulting services.

Agricredit Association of Credit Unions**\$27,520****Azerbaijan (Other Azerbaijani Raions)**

In support of the development of agribusiness through improved access to financial credit resources. The project seeks to raise the professional skills of 200 farmers and 60 officers of rural credit unions through a series of seminars and the publication of brochures on financial and credit management.

Beylagan Union of Agrotechnical Consultation**\$29,356****Azerbaijan (Other Azerbaijani Raions)**

In support of the development of agribusiness in four animal husbandry regions (Beylagan, Imishli, Agjabedi, and Sabirabad) by establishing an agro-marketing center facilitating efficient contacts between buyers and sellers of agricultural products and equipment and by conducting consultation on pricing. The project includes the creation

of an electronic search data bank providing information regarding demand and supply (units, quantity, and price) for agricultural products.

Fineco, Ltd.

\$17,013

Azerbaijan (Other Azerbaijani Raions)

In support of the development of publishing sector through implementing a book-marketing program targeting 30 publishing businesses, development and adoption of professional standards formulated in the Code of Ethics of Azerbaijani publishers. The program includes a three-day seminar in book marketing, translation of a practical textbook in publishing standards, staging a conference-exhibition dedicated to the challenges and opportunities of the publishing market.

Khazri Scientific and Engineering Center

\$34,868

Azerbaijan (Other Azerbaijani Raions)

To support private enterprise development and consumer confidence by helping Azerbaijani goods and service providers adopt bar codes and understand intellectual property rights. The project will temporarily set-up bar code systems for two pilot companies, arrange seminars based on these pilots for 100 producers, establish an informational consulting service for IPR (patents, trademarks), create interactive Internet pages, and organize exhibitions about patent rights.

Ruzgar Ecological Society

\$34,971

Azerbaijan (Other Azerbaijani Raions)

To support more efficient use of water resources as a means of improving agribusiness practices and food product safety. The project includes four regional conferences, a televised talk show, and producing recommendations for standards of water usage.

Tahsil Society

\$30,860

Azerbaijan (Other Azerbaijani Raions)

To support development in the service sector as a promising area of entrepreneurship in Azerbaijan by creating a consulting center for businesses in the sector, conducting eight seminars on common legal issues, publishing brochures, and public discussion of problems in the sector.

Azerbaijan Culture Foundation

\$34,252

Azerbaijan (Other Azerbaijani Raions)

To support copyright protection for audio products and the elimination of non-legal arrangements within the domestic music industry. The project strives to create mechanisms to implement existing copyright law and has the support of leading Azerbaijani cultural figures.

Independent Consumers Union

\$34,904

Azerbaijan (Other Azerbaijani Raions)

To support production of safer, higher quality foods by improving producers' and consumers' knowledge of standards and certification requirements for food products and services. The project will study existing standards, create a databank and hotline, and organize seminars for producers, retailers and consumers in three agricultural regions.

Trend Information Agency**\$11,740****Azerbaijan (Other Azerbaijani Raions)**

In support of improved professionalism of journalists in covering banking and financial information, establishing direct contacts between mass media representatives and PR specialists of financial and banking structures to facilitate the access to information and to enhance the objectivity and competence of reporting on banking and financial topics.

Union of Economists of Azerbaijan**\$934****Azerbaijan (Other Azerbaijani Raions)**

In support of developing a Linkage Project to enlarge the professional associations' role in integrating international standards in the system of economic education.

Ganja Agribusiness Association**\$34,149****Azerbaijan (Other Azerbaijani Raions)**

In support of a project to develop various sectors of farming in the south Caucasus, increase the marketing activities of farmers, and establish business contacts between farmers in the region.

Association of Insurance Companies of Azerbaijan**\$32,623****Azerbaijan (Other Azerbaijani Raions)**

In support of building cooperation among the three insurance associations of the countries in the south Caucasus. This project aims to develop standardized "Insurance General Conditions" for all three countries, to design a "certificate" program for the first level of professional education for insurers, and to develop joint and coordinated activities for the integration of the south Caucasus insurance markets into the international insurance infrastructure. The results of grant will be presented in each country at seminars, on television programs, and on a Web site. The program summary will be made at an international conference, "South Caucasus Insurance Markets: Synergy and Integration."

Azerbaijan Advertisers Union**\$832****Azerbaijan (Other Azerbaijani Raions)**

To develop a proposal on the creation of a unified advertising market in the south Caucasus region.

Union Winegrowers and Winemakers of Georgia**\$1,235****Azerbaijan, Georgia (Tbilisi City)**

In support of preliminary activities for assistance to the regional development of wine growing and wine making in the south Caucasus through the establishment of a regional system of informational exchange and cooperation between wine makers and winegrowers.

International Center for Social Research**\$510****Azerbaijan (Other Azerbaijani Raions)**

To develop a detailed proposal for the coordination of banking activities in the south Caucasus with the aim of improving the investment climate in the region.

Association of Consulting Companies**\$959****Azerbaijan (Other Azerbaijani Raions)**

To support preliminary research into the development of a virtual business center in the south Caucasus region.

Azerbaijan Bank Training Centre**\$1,015****Azerbaijan (Other Azerbaijani Raions)**

To develop a proposal to create training modules and conduct training for the banking industry in the south Caucasus region.

International Alert**\$54,700****Azerbaijan (Other Azerbaijani Raions)**

To support enterprise development and economic diversification in Azerbaijan by building dialogue and strengthening relationships between the international private sector, local business associations, and the NGO community. This grant will also enhance the capacity of local NGOs to play a leading role in addressing socio-economic problems, specifically those related to the development of small business and to assistance to Internally Displaced Persons. It will also build cooperation among Western oil companies in the coordinated pursuit of these objectives.

South Caucasus Cooperation Program Linkage Grant Competition

In an effort to foster cooperation among grantees in the south Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's South Caucasus Cooperation Program conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from the three south Caucasus countries.

Social Union of Marketing Specialists of Azerbaijan**\$31,507****Azerbaijan (Other Azerbaijani Raions)**

In support of a project to undertake an informational campaign that will improve the image of the south Caucasus as a tourism destination with both foreign tour operators and individual travelers. Project activities include the development of promotional materials for tourism trade fairs such as brochures and CD-ROMs, the creation of a regional tourism web portal and the distribution of a quarterly electronic bulletin on tourism in the region.

South Caucasus Cooperation Program Regional Tourism Promotion Competition

The tourism industry in the South Caucasus, once highly profitable, has been devastated by the collapse of the Soviet Union and outbreak of war in the region. This competition supports the development of the tourism industry in the South Caucasus with grants for projects to improve marketing of the region, through outputs such as promotional brochures, CD-ROMs, websites and guides. These marketing products will improve consumers' knowledge of the South Caucasus and increase demand for travel to the region, which will generate jobs and economic growth.

Reliable Future

\$954

Azerbaijan (Other Azerbaijani Raions)

To develop a proposal to fund research on opportunities for ecotourism development in border areas of the three countries.

Regional Tourism Promotion Olimp Tour Co., Ltd.

\$878

Azerbaijan (Other Azerbaijani Raions)

To develop a proposal to fund research on ecotourism opportunities in Azerbaijan, Armenia, and Georgia.

Social Union of Marketing Specialists of Azerbaijan

\$988

Azerbaijan (Other Azerbaijani Raions)

To develop a proposal to fund the creation of a Caucasus-wide on-line information system.

Baku University of Asia

\$954

Azerbaijan (Other Azerbaijani Raions)

To develop a proposal to fund the creation of improved education programs in tourism marketing and management.

Midia Tour

\$1,000

Azerbaijan (Other Azerbaijani Raions)

To develop a proposal to support the creation of a network of tour operators in the region.

Irshad-I.A.M. Joint Venture

\$871

Azerbaijan (Other Azerbaijani Raions)

To develop a proposal to create a network of hotels in the region.

Azertravel Tourist Company**\$970****Georgia (Abkhazia), Azerbaijan (Other Azerbaijani Raions)**

To develop a proposal to create a database of tourism accommodation facilities in the region.

Mountaineering Club of Azerbaijan Republic**\$950****Azerbaijan (Other Azerbaijani Raions)**

To develop a proposal to create a network of mountaineering guides and rescue services in the region.

Improtex Travel**\$867****Azerbaijan (Other Azerbaijani Raions)**

To develop a proposal to create "Caucasus Tourism Online" - a region-wide interactive search and reservation booking system.

NGO Piligrimm**\$33,380****Azerbaijan (Other Azerbaijani Raions)**

To support a project that will further the development of agro-tourism in rural and cross-border areas of the south Caucasus. Project activities include developing marketing tools for the industry (such as brochures and a web site); developing an accommodations database; and creating a regional agro-tourism association.

Mountaineering Club of Azerbaijan Republic**\$32,416****Azerbaijan (Other Azerbaijani Raions)**

In support of the development of the adventure tourism industry in the south Caucasus through the development and adoption of safety norms in mountain resorts that conform to international safety standards. The project will create and promote a united, regional information network for rescue and guide services to be used by hotels, travel agencies, and individual tourists.

Djihaz Gayranlar Society**\$19,207****Azerbaijan (Other Azerbaijani Raions)**

In support of a project to promote tourism in the countries of the south Caucasus through the publication of a guidebook to the region. Publication of the guide will be preceded by a detailed market survey to determine the niche for the guide and the information that it will contain.

2.1 Citizen Political/Economic Participation

Open Door Grants

RUH Journalist Defense Committee of Azerbaijan

\$11,113

Azerbaijan (Other Azerbaijani Raions, Nakhchevan Autonomous Republic)

In support of development of professional and legal knowledge of mass media practitioners, improvement of their skills in providing coverage of democratic processes, based on the example of the parliamentary elections, and reducing the number of professional mistakes leading to legal suits. Ten training seminars and "round table" discussions will be conducted with participation of 250 journalists from the regions and the capital city, legal services will be provided to mass media representatives.

Journalists Trade Union

\$9,515

Azerbaijan (Other Azerbaijani Raions)

In support of the development of mutually beneficial, and legally compliant, labor relations between employers and employees in the sector by conducting 12 seminars, six training sessions, producing printed and electronic education materials, elaborating the optimal forms of individual labor contracts and collective labor agreements between journalists and mass media employers

Association Yayim

\$25,102

Azerbaijan

In support of a demand-driven publishing sector for legal and economic literature, introducing a more efficient form of distribution facilitating coordination between consumer, retailer-distributor, and publisher. Additionally, the distribution of a monthly bulletin/catalog to NGOs, lawyers, economists, and students will provide greater access to professional literature in economics and law.

Union of Journalists of Azerbaijan

\$13,964

Azerbaijan (Other Azerbaijani Raions)

In support of the professional development of regional mass media by means of disseminating information on journalistic ethics and responsible journalistic conduct, proposing recommendations on the organization of peripheral mass media, decreasing the instances of professional legal violations. Conducting three seminars to a target group of 90 representatives of regional mass media outlets.

Multimedia Center of Informational Technologies and Informational Systems

\$14,056

Azerbaijan (Other Azerbaijani Raions)

To support Azerbaijanis' open access to the Internet through the development and introduction of international standards for Internet services to prevent market monopolization, raise the quality of services, and protect providers' and users rights to their materials. The project will establish a registration process for Azerbaijani national domain addresses and create a public organization for commercial Internet providers with the collaboration of 11 Internet providers, 15 Internet clubs, 17 NGOs, and companies specializing in web technology.

Organization of Journalists' International Cooperation

\$10,863

Azerbaijan (Other Azerbaijani Raions)

To improve journalism education, training, and professionalism through collaboration between university journalism departments and mass media outlets. The project involves an initial evaluation of supply (quality of teaching at departments of journalism at nine universities) and demand (qualifications required by 20 mass media outlets and five journalist associations); two roundtable discussions to facilitate cooperation between journalism schools and media outlets, and the signing of a concrete agreement for long-term cooperation between both sides.

Private Company Mahir

\$28,458

Azerbaijan (Other Azerbaijani Raions)

To support the rule of law through the introduction of an alternative civil legal system. The project includes the selection and training of 25 independent lawyers in alternative dispute resolution and broader public-education efforts through seminars for legal NGOs, specialized training for practicing lawyers, and preparation of legal commentaries and recommendations on alternative dispute resolution processes.

Areat Research Center for Contemporary Social Processes

\$7,016

Azerbaijan (Other Azerbaijani Raions)

In support of civil society and private enterprise development outside of the capital city by preparing a formal assessment report on regional NGO competencies to provide international organizations with comprehensive comparative information about promising organizations operating in the regions of the country. The final assessment report is to be distributed among all relevant international development programs in Azerbaijan. In addition to the assessment report, the project includes the organizing of a press conference with leading media representatives, and conducting four seminars on improving organizational competencies to a target group of 120 NGO representatives from Khachmas, Guba, Lenkoran, and Sheki.

The Young Enlighteners Organization of Azerbaijan

\$30,003

Azerbaijan (Other Azerbaijani Raions)

In support of broader understanding of the significance of and obligations under Azerbaijan's recent ascension to the Council of Europe and greater integration with European institutions. The project conducts four two-day seminars, two roundtable discussions, brochure publication and distribution, and translation of 10 Polish human rights films for television. It also seeks to enlighten a broad audience through activities with 15 mass media outlets, 30 nongovernmental organization representatives, and 47 institutes of higher education.

"Potential" Union of Sumgait Specialists "Legal Advice and Training Center"

\$25,049

Azerbaijan (Other Azerbaijani Raions)

In support of SME development in Azerbaijan's third city, Sumgait, through legal clinics that will raise entrepreneurs' understanding of and compliance with new commercial laws and regulations.

Association of Development of Library Science of Azerbaijan

\$873

Azerbaijan (Other Azerbaijani Raions)

To develop a proposal for the creation of network of training centers in the region that would offer courses for librarians and other information specialists.

Independent Consumers Union**\$1,020****Azerbaijan (Other Azerbaijani Raions)**

In support of preliminary activities to develop a project aimed at the professional growth of librarians and other information specialists and at the promotion of computerization of library resources in the south Caucasus.

Azerbaijan Association of Lawyers**\$526****Azerbaijan (Other Azerbaijani Raions)**

In support of preliminary activities for monitoring local self-governance bodies and their relations with regional, central government bodies, and local governance institutes in the south Caucasus countries.

Association of Women - Journalists of Azerbaijan**\$1,051****Azerbaijan (Other Azerbaijani Raions)**

In support of preliminary activities to develop a project to establish training courses in economic issues for journalists in the south Caucasus.

Association of Freight Forwarders of Azerbaijan**\$33,061****Azerbaijan (Other Azerbaijani Raions)**

In support of regional harmonization of legislation in the field of transport and freight forwarding by analyzing legislation concerning transportation in the three countries of the south Caucasus and developing suggestions for their harmonization. The three partner organizations will create an information database for all three countries, develop and print 1,000 copies of a training manual for freight forwarders and transportation company representatives, and conduct 12 training courses for a total number of 180 specialists. The results of distributed monthly among freight forwarders, transportation companies and the governments in the three countries of the south Caucasus.

Areat Research Center for Contemporary Social Processes**\$33,665****Azerbaijan (Other Azerbaijani Raions)**

In support of a project to improve legislation on local self-governance in the countries of the south Caucasus that will correspond to the demands required by these countries' entry to Council of Europe.

Independent Consulting Center For the Sake of Civil Society**\$33,100****Azerbaijan (Other Azerbaijani Raions)**

In support of a project to reform election legislation in the countries of the South Caucasus in accordance with international standards (United Nations, OSCE, Council of Europe) and to raise the level of voters' education. Activities planned in the framework of the project include the comparative analysis of election law in the three countries of the south Caucasus, developing recommendations for improvements, publication of brochures and conducting seminars for voters, and establishing a regional corps of observers for future election monitoring.

Society Tahsil**\$34,803****Azerbaijan (Other Azerbaijani Raions)**

This South Caucasus Cooperation Program (SCCP) linkage grant supports a project to conduct a comprehensive public opinion survey of the attitudes of young voters in each country, along with a content analysis of the mass media most popular with this group of voters. After the survey and analysis are complete, the results will be presented to members of the media for their input, and a training seminar for journalists will be held, forming the basis for an informal network of journalists who are familiar with the challenges of reaching young voters. While the grant from SCCP covers only these preliminary activities, project organizers eventually hope to conduct a mass media voter education campaign, implemented through a network of NGOs and media outlets, with the goal of increasing the participation of young voters in elections throughout the region.

National Geophysical Committee of Azerbaijan**\$32,700****Azerbaijan (Other Azerbaijani Raions)**

This South Caucasus Cooperation Program (SCCP) linkage grant supports the development of effective municipal emergency preparedness plans for the cities of Baku, Yerevan, and Tbilisi in the event of an earthquake. The plans will be developed according to a methodology that was designed in Gyumri, Armenia, by the Northern Department of the National Service for Seismic Protection in the Republic of Armenia. The final results of the project will be presented to municipal government bodies in each city, along with recommendations for implementation.

Khazar University**\$1,612****Azerbaijan (Other Azerbaijani Raions)**

In support of preliminary research into extending the Eurasia Foundation's Economics Education and Research Consortium program to the south Caucasus region, in particular, establishing a regional master's degree program in economics that would meet Western standards in economics education.

Western University**\$1,280****Azerbaijan (Other Azerbaijani Raions)**

In support of preliminary research into extending the Eurasia Foundation's Economics Education and Research Consortium program to the south Caucasus region, in particular, establishing a regional master's degree program in economics that would meet Western standards in economics education.

Independent Consumers Union**\$32,936****Azerbaijan (Other Azerbaijani Raions)**

In support of a project to protect the rights of consumers in the south Caucasus region. Recommendations to bring legislation into accordance with international standards and the requirements of the Council of Europe will be developed. Project participants will also conduct weekly monitoring of consumer markets in the south Caucasus countries. The results of the analysis will be published in a supplement called "Consumer Press" that will be placed in independent newspapers, and reported in radio programs.

Association of Women Journalists of Azerbaijan**\$33,806****Azerbaijan (Other Azerbaijani Raions)**

In support of a project to raise the qualifications of journalists in the south Caucasus who report on economic reform issues through a series of trainings. The project will publish training materials and conduct a "training of trainers" for journalists who will continue to train more journalists after the completion of the grant. Project organizers will also publish brochures, put out an electronic bulletin, and organize on-line conferences for participants.

Association of Development of Library Science of Azerbaijan**\$29,050****Azerbaijan (Other Azerbaijani Raions)**

In support of promoting organizational and structural reforms in library science in the south Caucasus through the establishment of a Regional Training Center for information specialists and librarians. The Center will have three branches, one in each country. At each branch two cycles of training will be held for a total of about 90 librarians and information specialists. Other Center activities will include publication of a comprehensive directory of libraries in the south Caucasus, creating a Web site, and establishing a library of materials on library/information science, which will all enhance the development of on-going training in the best international practices of library and information management.

Aina Zerkalo Newspaper**\$1,091****Azerbaijan (Other Azerbaijani Raions)**

To develop a detailed proposal for developing technical tools and legal and financial mechanisms for the exchange of photographic material between mass media in the south Caucasus.

Entrepreneurship Development Foundation**\$30,057****Azerbaijan (Other Azerbaijani Raions)**

In support of a project to increase public awareness of issues related to customs regulations in order to reduce corruption at customs administrations in the south Caucasus; and to assist governments in bringing customs regulations and procedures into compliance with international standards. The project will identify problems in the existing customs systems and develop recommendations at both the policy and operational level that will promote increased transparency and efficiency.

2.2 Improved Legal Systems

Open Door Grants

Society of Drivers' Rights Defense

\$24,327

Azerbaijan (Other Azerbaijani Raions)

To support development of effective leasing arrangements that foster entrepreneurship using activities in the taxi service sector as a starting point. The project will educate drivers and taxi station owners about labor rights and introduce new forms of leasing agreements.

525th Newspaper

\$24,466

Azerbaijan (Other Azerbaijani Raions)

To support a transparent mechanism to create Public TV as required by the Council of Europe and to encourage public participation in management of the new organization. The project includes discussions among mass media representatives, lawyers, and government officials, development of a draft law that meets international standards, and distribution of print and electronic information.

NGO Society and Law

\$34,867

Azerbaijan (Other Azerbaijani Raions)

To support the creation of a mechanism for Azerbaijani citizens to gain access to the European Court of Human Rights by providing free public legal assistance through a new consulting center.

International Center for Not-for-Profit Law

\$237,797

Azerbaijan, Georgia

To improve the statutory and regulatory environment for nonprofit and charitable organizations in Azerbaijan and Georgia. Grant funds will be used to increase the capacity of local NGOs, lawyers, and government officials in Azerbaijan and Georgia to address current problems in existing law and its implementation.

Belarus

1.3 Private Enterprise Development

Business Education in Belarus

The Eurasia Foundation offices in Kyiv, Ukraine, and Washington, D.C., have launched a joint initiative to promote the creation of graduate-level business education programs in Belarus. The initiative fosters partnerships between educational institutions in Belarus and counterparts in the United States and other countries. Grants focus on helping Belarusian institutions develop new curricula, train faculty, expand library and computer resources, and adopt sustainable financial and administrative practices. Grant funding is provided in three phases: exploratory grants to establish new partnerships; implementation grants to support joint efforts by partnering institutions to establish degree programs in Belarus; and institutional development grants to help the strongest programs reach internationally accepted academic standards. The goal over a four-year period is to create several centers of academic excellence in Belarus that are capable of educating a new generation of entrepreneurs and business managers.

Research Foundation of State University of New York

\$218,518

Belarus (Grodno Oblast)

To support the third phase of the evolution of a Western-style MBA program at the Yanka Kupala State University in Grodno (YKSUG), Belarus, in cooperation with the Riga Business School of the Riga Technical University (Latvia) and University of Buffalo (United States). Grant funds will support continued faculty training, the development of region-oriented case studies and teaching materials, the establishment of an English Language Center, strengthening of the academic and administrative infrastructure of the program and the implementation of the first year of the MBA program.

2.1 Citizen Political/Economic Participation

Open Door Grants

ISAR, Inc.

\$100,000

Belarus

To encourage civic participation in Belarus through a small-grants program to support environmental NGOs. Environmental NGOs are among the few civic organizations tolerated by the government of Belarus and because of Chernobyl, they are among the most important in expressing the concerns of the population. ISAR's program promotes public oversight and a constructive engagement of local policy-makers by the third sector, preserving embryonic public participation and encouraging public-state dialogue in adverse circumstances.

Georgia

1.3 Private Enterprise Development

Open Door Grants

Association for Assistance to Foreign Investments

\$1,490

Georgia (Tbilisi City)

In support of primary activities for the coordination of bank activities in the south Caucasus for the improvement of the investment climate.

Georgia Development Gateway

\$1,033

Georgia (Tbilisi City)

In support of preliminary activities for development of a Caucasus virtual business center.

CERMA (Centre for Enterprise Restructuring & Management Assistance)

\$469

Georgia (Tbilisi City)

To develop a proposal to create training modules and conduct training for the banking industry in the south Caucasus region.

Svaneti Tourist Association

\$11,538

Georgia (Samegrelo)

In support of tourism development in the Svaneti region of Georgia by (1) conducting research on the existing tourism infrastructure in the region; (2) compiling research results in an easily accessible data base; (3) organizing a training course in marketing for the managers of local travel companies and hotels; (4) developing and distributing two promotional brochures, one oriented toward local travelers and the other toward foreign firms and tourists; (5) developing a Web site; and (6) establishing contacts with Georgian and foreign partner organizations. The successful implementation of the project will contribute to increased tourist-sector investment, the creation of new jobs, and improvement in the quality of life in the Svaneti region.

Professional Accountants and Auditors Federation of Georgia

\$27,623

Georgia (Tbilisi City)

To support the adoption of international accounting standards in Georgia by informing the business community through the creation of a bilingual (Georgian and English) Web site. The Web site will include interpretations of International Accounting Standards, relevant legislative interpretations, articles on finance and management, the Federation's publications, questions and answers on accounting reform, a review of foreign Web sites and developments in the field, information on certified accountants and auditing firms in Georgia, and advertisements of the products and services of local and foreign companies.

Geonet, Ltd.**\$31,211****Georgia (Tbilisi City)**

In support of the development of the Georgian wine industry through the creation of a promotional Web portal. The Web portal will include information on about 30 Georgian wine producers and distributors. It will include descriptions of their products; regulations governing viniculture, wine production, and distribution; customs and taxation rules; industry statistics; information on international wine exhibitions and wine tasting sessions; an Internet shop; an interactive forum; an announcement board; an electronic bulletin featuring news and annotated articles on the wine industry; and a list of links and references to relevant Web sites and organizations. The web portal will be registered on major Internet search engines and linked to international wine Web sites. It will also be presented at a major wine exhibition to be held in Russia.

Social Research Center**\$2,967****Georgia (Tbilisi City)**

In support of the Business Advocacy Initiative through the preparation of a background paper describing the general situation with business associations in Georgia, assessing their ability to build consensus on sectoral development plans and organize advocacy agenda, and recommending the mechanisms for the Eurasia Foundation initiative to promote business advocacy efforts of Georgian business associations.

Georgian Security Industry Association**\$1,092****Georgia (Tbilisi City)**

In support of the design of a South Caucasus Cooperation Program Linkage Project to assist the development and integration of security markets in the south Caucasus countries.

Union Winegrowers and Winemakers of Georgia**\$1,235****Azerbaijan, Georgia (Tbilisi City)**

In support of the preliminary activities for assistance to the regional development of wine growing and wine making in the south Caucasus, through the establishment of regional system of information exchange and cooperation between wine makers and winegrowers.

Federation of Business and Professional Associations of South Caucasus**\$753****Georgia (Tbilisi City)**

In support of the development of a South Caucasus Cooperation Program Linkage Project to enlarge the role of professional associations in integrating international standards in the system of economic education.

Elkana Organic Farming Association**\$32,474****Georgia (Tbilisi City)**

In support of a project to develop various sectors of farming in the south Caucasus, increase the marketing activities of farmers, and establish business contacts between farmers in the region.

Insurance Association of Georgia**\$34,504****Georgia (Tbilisi City)**

To build cooperation among the three insurance associations of the south Caucasus. This project aims to develop standardized "Insurance General Conditions" for all three countries, to design a "certificate" program for the first level of professional education for insurers, and to develop joint and coordinated activities for the integration of the south Caucasus insurance markets into the international insurance infrastructure. The results of the grant will be presented in each country at seminars, on television programs and on a Web site. The program summary will be made at an international conference, "South Caucasus Insurance Markets: Synergy and Integration."

Freight Forwarders Association of Georgia**\$32,337****Georgia (Tbilisi City)**

To harmonize legislation in the field of transport and freight forwarding. This grant analyzes the legislation concerning transportation in the three countries of the south Caucasus and develops suggestions for their harmonization. The three partner grantees will create an informational database for all three countries, develop and print 1,000 copies of a training manual for freight forwarders and representatives of transportation companies, and conduct 12 training courses (five in Georgia, four in Azerbaijan, three in Armenia) for a total of 180 specialists. The results of grant will be presented in an informational bulletin, 2,000 copies of which will be distributed monthly among freight forwarders, transportation companies, and the governments of the countries in the South Caucasus.

Union of Advertising Agents and Managers of Georgia**\$837****Georgia (Tbilisi City)**

To develop a proposal on the creation of a unified advertising market in the South Caucasus region.

Business Advocacy Competition

To support business associations' efforts to overcome obstacles to business development posed by onerous government regulation by fostering their institutional development and assisting with the implementation of specific business advocacy initiatives.

Guria Citrus Growers Association**\$23,486****Georgia (Guria)**

To support the development of citrus farming by (1) publishing a manual for citrus growers to improve their capacity to document the sale and transportation of their products; (2) establishing a Consulting Group uniting representatives of local advocacy NGOs and independent media to monitor violations of farmers' rights by government officials and to develop advocacy mechanisms for farmers; and (3) developing marketing, financial, and public relations services for association members. Project activities seek to increase citrus farmers' sales and to provide legal protection of their interests.

Construction Union of Kakheti

\$21,937

Georgia (Kakheti)

In support of the development of the Kakheti construction sector through (1) surveying 35 construction enterprises to identify sector-specific problems; (2) establishing partnerships with local advocacy NGOs and independent media outlets to develop a common strategy and advocacy mechanisms for construction enterprises; and (3) carrying out the organizational development of the union, including a membership drive, service diversification, and the publication of regular informational bulletins. Project activities seek to increase the activity of private construction companies and to reduce arbitrary government interference with business operations.

Construction Union of Imereti

\$26,036

Georgia (Imereti)

In support of the development of the Imereti construction sector through (1) surveying 40 construction enterprises to identify sector-specific problems; (2) establishing partnerships with local advocacy NGOs and independent media outlets to develop a common strategy and advocacy mechanisms for construction enterprises; and (3) carrying out the organizational development of the union, including a membership drive, providing legal and marketing consulting services, and publishing inserts in independent newspapers. Project activities seek to increase the activity of private construction companies and to reduce arbitrary government interference with business operations.

United Television Network

\$26,639

Georgia (Tbilisi City)

To support the financial sustainability and improve the broadcasting capacity of independent regional television companies by (1) arranging training seminars for the companies' personnel in business plan development, organizational development, marketing, advertising, accounting, and the use of advanced broadcasting equipment with the support of Internews Network; (2) establishing legal and technical consulting services; and (3) developing and disseminating publications designed to attract advertising revenue. Project activities seek to improve the business management of television companies and the quality of broadcast programs.

Georgian Association of Book Publishers

\$44,922

Georgia (Tbilisi City)

To support the development of the book publishing industry by (1) developing a professional code of ethics; (2) translating, publishing and disseminating a manual called Know How for Publishers; (3) establishing a coordination group among book publishers, librarians, and parliament members to develop mechanisms for eradicating intellectual piracy and fraud in book publishing; (4) developing a Books in Print Catalog; and (5) organizing a national book fair in Tbilisi. The project's activities aim to increase the legal protection afforded to book publishers and to increase the amount of quality products on the book market.

Georgian Association of Publishers

\$36,832

Georgia (Tbilisi City)

To support the development of the publishing industry by (1) conducting a comprehensive marketing survey and presenting both the survey's findings and a set of marketing recommendations to interested publishers; (2) con-

ducting both quantitative and qualitative surveys of publishers to identify and analyze industry-specific problems; and (3) developing legislative proposals. The project's activities seek to streamline the regulations governing the publishing industry and to improve the effectiveness of business planning.

South Caucasus Cooperation Program Regional Tourism Promotion Competition

The tourism industry in the South Caucasus, once highly profitable, has been devastated by the collapse of the Soviet Union and outbreak of war in the region. This competition supports the development of the tourism industry in the South Caucasus with grants for projects to improve marketing of the region, through outputs such as promotional brochures, CD-ROMs, websites and guides. These marketing products will improve consumers' knowledge of the South Caucasus and increase demand for travel to the region, which will generate jobs and economic growth.

Caucasus Travel, Ltd.

\$1,188

Georgia (Tbilisi City)

In support of initial activities for formation of south Caucasus tourism electronic market through the introduction of a Regional Informational Interactive Search and Booking System-Caucasus Tourism On-line.

Agrotourism Association of Georgia

\$33,440

Georgia (Tbilisi City)

To support a project that will further the development of agro-tourism in rural and cross-border areas of the South Caucasus. Project activities include: developing marketing tools for the industry, such as brochures and a Web site; developing an accommodations database; and creating a regional agro-tourism association.

Regional Tourism Promotion Speleologists Union of Georgia

\$34,254

Georgia (Tbilisi City)

In support of the development of the adventure tourism industry in the south Caucasus through the development and adoption of safety norms in mountain resorts that conform to international safety standards. The project will create and promote a united, regional information network for rescue and guide services to be used by hotels, travel agencies, and individual tourists.

Silk Road Tourist Union

\$33,972

Georgia (Tbilisi City)

In support of a project to undertake an informational campaign that will improve the image of the south Caucasus as a tourism destination with both foreign tour operators and individual travelers. Project activities include the development of promotional materials for tourism trade fairs such as brochures and CD-ROMs, the creation of a regional tourism Web portal, and the distribution of a quarterly electronic bulletin on tourism in the region.

Association of Tourism Assistance of Georgia**\$18,163****Georgia (Tbilisi City)**

In support of a project to promote tourism in the countries of the south Caucasus through the publication of a guidebook to the region. Publication of the guide will be preceded by a detailed market survey to determine the niche for the guide and the information that it will contain.

Azertravel Tourist Company**\$970****Georgia (Abkhazia), Azerbaijan (Other Azerbaijani Raions)**

To develop a proposal to create a database of tourism accommodation facilities in the region.

Green Earth**\$1,027****Georgia (Tbilisi City)**

In support of preliminary activities for needs assessment of ecotourism development in trans-frontier regions of Azerbaijan, Armenia, and Georgia.

Agrotourism Association of Georgia**\$1,007****Georgia (Tbilisi City)**

In support of preliminary activities for a needs assessment of ecotourism development in Armenia, Azerbaijan, and Georgia.

Silk Road Tourist Union**\$745****Georgia (Tbilisi City)**

In support of preliminary activities for establishment and development of a Caucasus tourist information system and its integration to the world information network.

Commerce and Certification Department of Tbilisi State University**\$665****Georgia (Tbilisi City)**

In support of preliminary activities for improving the teaching of tourism management and marketing, in accordance to international standards.

Deca Center for Sustainable Development of Alpine Regions of Caucasus**\$765****Georgia (Tbilisi City)**

In support of preliminary activities for integrative development of the south Caucasus tourism industry and its integration to the world market through the establishment of a tourism information network with centers in Baku, Yerevan, and Tbilisi.

Research and Development Association

\$870

Georgia (Tbilisi City)

In support of preliminary activities for the development of the hotel business and establishment of a hotel network in the south Caucasus.

Parnas Travel - Advertising Agency

\$856

Georgia (Tbilisi City)

In support of preliminary activities for the establishment of a database on bed and breakfasts in the south Caucasus, development of training manual and organization of training for bed & breakfast personnel, and advertising of the south Caucasus' tourism potential through the publication of catalog called South Caucasus Bed and Breakfasts.

Speleologists Union of Georgia

\$793

Georgia (Tbilisi City)

In support of initial activities for assistance of interactive development of tourism industry in the south Caucasus through the establishment of coordinating network of rescue services.

2.1 Citizen Political/Economic Participation

Open Door Grants

Union XXI Century

\$33,819

Georgia (Tbilisi City)

In support of a project to protect the rights of consumers in the south Caucasus region. Recommendations to bring legislation into accordance with international standards and the requirements of the Council of Europe will be developed. Project participants will also conduct weekly monitoring of consumer markets in south Caucasus countries. The results of the analysis will be published in a supplement called Consumer Press that will be placed in independent newspapers and reported in radio programs.

Union of Independent Journalists of Georgia

\$32,583

Georgia (Tbilisi City)

In support of a project to raise the qualifications of journalists in the south Caucasus who report on economic reform issues through a series of trainings. The project will publish training materials and conduct a "training of trainers" for journalists, who will continue to train more journalists after the completion of the grant. Project

organizers will also publish brochures, distribute an electronic bulletin, and organize on-line conferences for participants. Journalists will also participate in internships with leading TV, radio stations, and news agencies in their own countries. The most promising journalists will participate in cross-border internships.

Association of Information Specialists

\$33,491

Georgia (Tbilisi City)

In support of promoting organizational and structural reforms in library science in the south Caucasus through the establishment of a Regional Training Center for information specialists and librarians. The Center will have three branches, one in each country. At each branch, two cycles of training will be held for a total of about 90 librarians and information specialists. Other center activities will include publishing a comprehensive directory of libraries in the south Caucasus, creating a Web site, and establishing a library of materials on library/information science, which will all enhance the development of on-going training in the best international practices of library and information management.

Media Center Union

\$553

Georgia (Tbilisi City)

To create a detailed proposal for developing technical tools and legal and financial mechanisms for exchanging photographic material between mass media in the south Caucasus.

Young Economists Association of Georgia

\$26,496

Georgia (Tbilisi City)

In support of a project to increase public awareness of issues related to customs regulations in order to reduce corruption at customs administrations in the south Caucasus; and to assist governments in bringing customs regulations and procedures into compliance with international standards. The project will identify problems in the existing customs systems and develop recommendations at both the policy and operational level that will promote increased transparency and efficiency.

Tori 2000 Center for the Defense of Current and Former Conscripts

\$23,487

Georgia (Shida Kartli, Kartli)

To protect the rights of Shida Kartli conscripts through free legal consultations, seminars for conscripts, and the publication of a bulletin. With the assistance of the Alliance of NGOs and Mass Media of the Gori district, Tori 2000 will advocate for conscripts' rights to relevant state agencies. The alliance was created to protect citizens' rights vis-a-vis state agencies as a part of the Eurasia Foundation-funded project of the Gori Center for Social Development.

Association Studio Re

\$34,908

Georgia (Tbilisi City)

In support of a broad public discussion on how to bring law enforcement agencies under civil control and on their future function and place in society. Through a series of 22 debates that will be broadcast on Georgia's second national channel, this project seeks to facilitate such a public discussion and increase the level of public monitoring of law enforcement bodies. Representatives of NGO watchdog groups, the mass media, the Ministry of Internal

Affairs, recognized law enforcement experts, and members of parliament will take part in the debates. An independent radio station based in Tbilisi will also broadcast an audio version of the debates.

Civic Development International Center

\$34,786

Georgia (Tbilisi City)

To increase the level of public discussion of fundamental issues of democracy and human rights by broadcasting 31 regular weekly television programs addressing these topics. The programs will have a call-in format and will be broadcast on an independent television channel in Tbilisi that reaches an audience of approximately 500,000 viewers. The programs will be created through a competition between 80 university students from the three largest cities of Georgia. The students will be required to research each topic and they will receive debate and dispute resolution training to ensure quality discussions. Specially produced case stories will be shown as part of the programs in order to motivate the discussions. A website and a book based upon the project's materials will also be created.

Radio Station Ereti

\$28,246

Georgia (Kakheti)

To support the development a better informed and active citizenry in the Kakheti region through radio broadcasts of independent news and analysis. Project activities include (1) providing Internet access and wire service subscriptions to the station's news department; (2) creating a live phone-in program addressing political, economic and social issues of local concern; (3) offering a pre-recorded radio program entitled "Your Rights," which will cover topics directly solicited from listeners. These activities aim to increase civic participation and to foster more transparent local governance.

Georgia Radio Network

\$16,459

Georgia (Tbilisi City)

In support of the institutional development of an independent radio network in Georgia's regions through (1) the creation of a Web site to attract donor funding and advertising revenue; (2) the establishment of an intranet system among network members to facilitate information exchange; and (3) the development of a unified database to catalog news items. These network resources seek to foster member stations' financial independence and improve the quality of their programming.

Borjomi, TV and Radio Company

\$29,512

Georgia (Samtskhe-Javakheti)

In support of broad-based public discussions regarding issues of local concern through the live broadcast of 50 talk shows that include a call-in segment. The project activities seek to create a more informed citizenry and thereby facilitate active citizen participation in the local decision-making process.

Kutaisi TV and Radio Company

\$15,582

Georgia (Imereti)

In support of broad-based public discussions regarding issues of local concern through the live broadcast of 16 talk shows that include a call-in segment. The project activities seek to create a more informed citizenry and thereby facilitate active citizen participation in the local decision-making process.

Mega TV
\$26,492.82
Georgia

In support of broad-based public discussions regarding issues of local concern through the live broadcast of 50 talk shows. The project activities seek to create a more informed citizenry and thereby facilitate active citizen participation in the local decision-making process.

Guria TV Company
\$29,781
Georgia (Guria)

In support of broad-based public discussions regarding issues of local concern through the live broadcast of 44 talk shows that include a call-in segment. The project activities seek to create a more informed citizenry and thereby facilitate active citizen participation in the local decision-making process.

Ninth Wave Broadcasting Company
\$29,894
Georgia (Samegrelo)

In support of broad-based public discussions regarding issues of local concern through the live broadcast of 36 talk shows that include a call-in segment. The project activities seek to create a more informed citizenry and thereby facilitate active citizen participation in the local decision-making process.

Association of Information Specialists
\$2,784
Georgia (Tbilisi City)

In support of preliminary activities for development of librarian and information sphere in the south Caucasus through the establishment of educational network for retraining courses for specialists working in this area.

Union XXI Century
\$814
Georgia (Tbilisi City)

In support of preliminary activities to develop a South Caucasus Cooperation Program Linkage Proposal for consumer protection.

Union of Independent Journalists of Georgia
\$739
Georgia (Tbilisi City)

In support of preliminary activities for a South Caucasus Cooperation Program Linkage Project development for training and retraining of journalists observing economic spheres in the south Caucasus.

International Civic Development Center
\$33,291
Georgia (Tbilisi City)

In support of a project to improve legislation on local self-governance in Azerbaijan and Georgia that will meet the demands required by those countries' entry to the Council of Europe.

International Society for Fair Elections**\$31,051****Georgia (Tbilisi City)**

In support of a project to reform election legislation in the countries of the South Caucasus in accordance with international standards (United Nations, OSCE, Council of Europe) and to raise the level of voters' education. Activities planned in the framework of the project include the comparative analysis of election law in the three countries of the south Caucasus, developing recommendations for improvements, publishing brochures, conducting seminars for voters, and establishing a regional corps of observers for monitoring future elections.

International Center for Civic Culture**\$31,427****Georgia (Tbilisi City)**

This South Caucasus Cooperation Program linkage grant supports a project to conduct a comprehensive public opinion survey of the attitudes of young voters in each country of the south Caucasus, along with a content analysis of the mass media most popular with this group of voters. After the survey and analysis are complete, the results will be presented to members of the media for their input, and a training seminar for journalists will be held, forming the basis for an informal network of journalists who are familiar with the challenges of reaching young voters. While the grant from SCCP covers only these preliminary activities, project organizers eventually hope to conduct a mass media voter education campaign, implemented through a network of NGOs and media outlets, with the goal of increasing the participation of young voters in elections throughout the region.

National Service of Seismological Defense of Academy of Science of Georgia**\$24,125****Georgia (Tbilisi City)**

This South Caucasus Cooperation Program linkage grant supports the development of effective municipal emergency preparedness plans for the cities of Baku, Yerevan, and Tbilisi in the event of an earthquake. The plans will be developed according to a methodology that was designed in Gyumri, Armenia, by the Northern Department of the National Service for Seismic Protection in the Republic of Armenia. The final results of the project will be presented to municipal government bodies in each city, along with recommendations for implementation.

Tbilisi State Institute of Economic Relations**\$2,980****Georgia (Tbilisi City)**

In support of preliminary research into extending the Eurasia Foundation's Economics Education and Research Consortium program to the south Caucasus region, in particular, establishing a regional master's degree program in economics that would meet Western standards in economics education.

Caucasus Business School - Georgian Technical University**\$2,378****Georgia (Tbilisi City)**

In support of preliminary research into extending the Eurasia Foundation's Economics Education and Research Consortium program to the south Caucasus region, in particular, establishing a regional master's degree program in economics that would meet Western standards in economics education.

Live Civil Forum at Independent Regional TV Companies of Georgia

To support broad-based public discussions on the issues of local relevance between the government bodies, nongovernmental organizations, private entrepreneurs, experts, and ordinary citizens through regular live TV programs developed by independent regional TV companies. The topics, design, and structure of the programs shall thus facilitate active civic participation in the local decision-making process.

Odishi Ltd. Independent TV Company

\$29,920

Georgia (Samegrelo)

In support of broad-based public discussions regarding issues of local concern through the live broadcast of 26 talk shows that include a call-in segment. The project activities seek to create a more informed citizenry and thereby facilitate active citizen participation in the local decision-making process.

Local Council Information Centers in Georgia

To promote local government effectiveness and accountability by providing access to information relevant to local communities through local council information centers and by enabling citizen participation in government decision-making.

Trialeti TV and Radio Company

\$27,172

Georgia (Kartli)

In support of broad-based public discussions regarding issues of local concern through the live broadcast of 44 talk shows that include a call-in segment. The project activities seek to create a more informed citizenry and thereby facilitate active citizen participation in the local decision-making process.

2.2 Improved Legal Systems

Open Door Grants

International Center for Not-for-Profit Law

\$237,797

Azerbaijan, Georgia

To improve the statutory and regulatory environment for non-profit and charitable organizations in Azerbaijan and Georgia. Grant funds will be used to increase the capacity of local NGOs, lawyers, and government officials in Azerbaijan and Georgia to address current problems in existing law and its implementation.

State and Law Institute -- Georgian Academy of Sciences

\$26,905

Georgia (Tbilisi City)

To support the implementation of legal and judicial reforms in Georgia through research on the most frequently encountered court cases related to the new Civil Code and the Law on Entrepreneurship. A book will be published presenting a study of various court decisions in seven Georgian towns. One thousand copies of the book will be distributed free of charge to judges, libraries, institutes of higher learning, NGOs, and specialists. In addition, legislative recommendations will be developed and presented to the Parliament to facilitate relevant changes to legislation.

South Caucasus International Association of Lawyers

\$1,628

Georgia (Tbilisi City)

In support of preliminary activities for monitoring of local self-governance bodies and their relations with regional, central governmental bodies, and local governance institutes in the south Caucasus countries.

2.3 More Accountable Local Government

Open Door Grants

Young Scientists Club of Ozurgeti

\$33,123

Georgia (Guria)

To increase the effectiveness and accountability of local self-government bodies by increasing citizen access to locally relevant information. The project will undertake the following activities in five local council information centers to facilitate public participation in decision-making: (1) create a uniform database system that manages the legal and socioeconomic information that local councils need to perform effectively; (2) train information center employees to utilize the database system effectively; and (3) unify the separate databases and make the integrated database accessible through the Internet.

Local Council Information Centers in Georgia

To promote local government effectiveness and accountability by providing access to information relevant to local communities through local council information centers and by enabling citizen participation in government decision-making.

Telavi City Council

\$24,694

Georgia (Kakheti)

To increase the effectiveness and accountability of local self-government bodies in the Telavi raion by increasing

citizen access to local information. The project will undertake the following activities to facilitate public participation in decision-making: (1) create an electronic database that includes legal and socioeconomic information that the local councils need to perform effectively; (2) organize an information service to provide public access to the information contained in the database; (3) publish an information bulletin covering issues of local interest; and (4) conduct public debates on local council budgets and other important problems.

Lanchkhuti Raion Local Councils Association

\$33,413

Georgia (Guria)

To increase the effectiveness and accountability of local self-government bodies in Lanchkhuti raion by increasing citizen access to local information. The project will undertake the following activities to facilitate public participation in decision-making: (1) create an electronic database that includes legal and socioeconomic information that the local councils need to perform effectively; (2) organize an information service to provide public access to the information contained in the database; (3) publish an information bulletin covering issues of local interest; and (4) conduct public debates on local council budgets and other important problems.

Signagi Raioni Local Councils Association

\$28,232

Georgia (Kakheti)

To increase the effectiveness and accountability of local self-government bodies in the Signagi raion by increasing citizen access to local information. The project will undertake the following activities to facilitate public participation in decision-making: (1) create an electronic database that includes legal and socioeconomic information that the local councils need to perform effectively; (2) organize an information service to provide public access to the information contained in the database; (3) publish an information bulletin covering issues of local interest; and (4) conduct public debates on local council budgets and other important problems.

Zugdidi Raion Local Councils Association

\$34,946

Georgia (Samegrelo)

To increase the effectiveness and accountability of local self-government bodies in the Zugdidi raion by increasing citizen access to local information. The project will undertake the following activities to facilitate public participation in decision-making: (1) create an electronic database that includes legal and socioeconomic information that the local councils need to perform effectively; (2) organize an information service to provide public access to the information contained in the database; (3) publish an information bulletin covering issues of local interest; and (4) conduct public debates on local council budgets and other important problems.

Zestaponi City Council

\$26,882

Georgia (Imereti)

To increase the effectiveness and accountability of local self-government bodies in the Zestaponi raion by increasing citizen access to local information. The project will undertake the following activities to facilitate public participation in decision-making: (1) create an electronic database that includes legal and socioeconomic information that the local councils need to perform effectively; (2) organize an information service to provide public access to the information contained in the database; (3) publish an information bulletin covering issues of local interest; and (4) conduct public debates on local council budgets and other important problems.

Kazakhstan

1.2 Fiscal Policies & Management Practices

Open Door Grants

Institute of State and Local Administration

\$28,331

Kazakhstan (Almaty City)

To improve the effectiveness of local housing associations by conducting a series seminars for 600 local housing association directors and accountants. The training will include instruction in corporate management, accounting, legal issues, organizational behavior, budgeting, negotiation, and business planning. This information will be collected in an instructional manual on housing management that will be published and distributed to the participants. In addition, a survey will be conducted with the local administration to determine the issues and problems of greatest concern to residents. The grant will provide for five computers, a copier machine, projectors, printers, Internet access, and training materials.

1.3 Private Enterprise Development

Open Door Grants

Consulting Training Center Sana-Market

\$28,263

Kazakhstan (Almaty Oblast, Almaty City)

To ensure the competence of specialists working in securities markets in Kazakhstan and the Kyrgyz Republic. The center plans to create and maintain a bank of tests in the securities field, meeting a common standard. A pilot program will be launched at educational centers. Two seminars, with securities industry representatives and with education specialists, will ensure the test bank meets the demands of the securities industry. Two smaller round table discussions, with education representatives and with the Kazakhstani national securities commission, will be held to discuss the test bank.

Professional Technical School #6

\$14,857

Kazakhstan (West Kazakhstan Oblast)

To develop the business skills of entrepreneurs, through training. In a three-month program, 12 clients of the Uralsk business incubator will study free-market principles, management, marketing, accounting and computing, in order to apply a sound business basis to their ideas. Four sessions of a 12-day, 72-hour course will teach a total of 100 unemployed or starting entrepreneurs the basic skills to write business plans. The grant will pay for a photocopy machine.

Mangistau Oblast Administration for Support of Small Business

\$24,679

Kazakhstan (Mangistau Oblast)

To support fledgling entrepreneurs by offering courses in business skills. The grant will pay for a computer, scanner, copier and 500 copies of the textbook, "Fundamentals of Entrepreneurship." An 80-hour course will teach students how to start businesses, locate capital, and conduct investing, accounting and management. This short course will be offered 22 times, with 20 participants in each course. Two 160-hour courses in agrobusiness will reach a further 40, for a total of 480 trainees. The trainings will help identify potential micro-credit recipients.

International Business School

\$21,768

Kazakhstan (Almaty City)

To expand the opportunities to receive a quality business education in Kazakhstan. The school will buy 250 English-language books for its new evening master's of business administration program. Texts will cover marketing, economics, corporate finance, accounting, and other business topics.

International Academy of Business

\$34,461.28

Kazakhstan (Almaty City)

To raise the level of business education in Kazakhstan by creating a system to assess higher education institutions. A working group of government and education experts will study foreign accreditation systems and the state of business education in Kazakhstan. Two seminars will explore the quality of business education and the possibility of rating institutions in Kazakhstan. If this project succeeds, two follow-on projects will introduce a pilot project to rate business schools, and will seek to build consensus to introduce a rating system.

Union of entrepreneurs and employers for Aktyubinsk oblast

\$28,590

Kazakhstan (Aktobe Oblast)

To support the development of small businesses through the creation of a business service center. The center will conduct business trainings and offer consulting services. The grant will finance the purchase of seven computers, software and databases. The center is also receiving support from the oblast budget.

Kazakhstan Association of Business Incubators and Innovation Centers

\$34,992

Kazakhstan (Almaty City)

To assist small and medium-sized businesses by supporting business incubators and innovation centers throughout Kazakhstan. Business leaders will exchange ideas and coordinate their efforts in a three-day best practices conference. In a separate seminar, two Eastern European experts will share their experience in fostering small and medium-sized businesses with 30 representatives of business incubators and innovation centers. The association will buy four computers, a printer and a heavy-duty photocopy machine, and launch a Web site.

Kazakhstan Community Loan Fund

\$146,714

Kazakhstan (Almaty City)

To support the expansion of the highly successful Kazakhstan Community Loan Fund (KCLF) to Almaty and the establishment of KCLF administrative headquarters in Almaty to help secure loan capital for the continued

expansion of KCLF. In addition, this grant will produce an assessment of the feasibility of developing sub-sectors in the four cities where KCLF works, for the purpose of stimulating job-creating production enterprises.

Center for Support of Business Initiative

\$30,585.52

Kazakhstan (Aqmola Oblast, North Kazakhstan)

To introduce innovative technologies in study and business area, based on current and newly built-up business incubators. To create a business school to prepare national specialists in the area of business incubation.

International Academy of Business

\$15,830

Kazakhstan (Almaty City)

To improve business education by supplying a library with economic, legal, and business texts, and automating its catalog system. The library will serve 400 students and professors of a new undergraduate department; a program in economics, management, and information science, and other visitors.

Educational Center Miras

\$34,403

Kazakhstan (Atyrau Oblast)

To help local businesses and workers enter the construction services market in a fast-developing oil-producing region, a training center will be opened. Workers and businesspeople will be trained in international standards required by oil companies, so that they may enter a market now dominated by foreign firms. The project is co-financed by Chevron.

Public Foundation Agro Consulting Center

\$33,606.02

Kazakhstan (Aqmola Oblast, Astana City)

To aid the development of small businesses in an agricultural region, a micro-lending program will receive technical assistance. The fund's six offices will be kept open, and a seventh added. Office equipment will be purchased. Consultants and a newsletter will help businesspeople apply for and best use credit.

Semipalatinsk Association of Small and Medium Sized Business Entrepreneurs -

Aspan

\$33,860

Kazakhstan (East Kazakhstan Oblast)

To assist small and medium-sized businesses, a business resource center will be equipped, and seminars for beginning businesspeople conducted.

Public Foundation Business Perspective

\$24,575

Kazakhstan (East Kazakhstan Oblast)

To improve training for people in small- and medium-sized businesses. The grantee will teach interactive and adult-teaching methods to trainers in 40 seminars and develop and implement criteria to evaluate and select course participants. A curriculum of business courses will be conducted, and the participants evaluated after the courses, to gauge their utility.

Microfinance Center for Central and Eastern Europe and NIS**\$8,280****Kazakhstan (Almaty City)**

To improve the performance of micro-finance institutions, stipends will be given to up to twelve micro-finance executives to attend a one-week course on delinquency management and setting interest rates. The course will help promulgate the use of best practice in microfinance in this region.

Kazakh Economic University after T. Ryskulov**\$33,952.59****Kazakhstan (Almaty City)**

To improve business education, accounting textbooks in Russian and Kazakh will be published and distributed to universities.

Academy of Management under the President of the Kyrgyz Republic**\$19,118****Kazakhstan (Astana City)**

To improve business teaching at regional universities. Professors will be trained to teach several business courses, which they will then introduce at their institutions. Courses will cover entrepreneurial culture, strategic marketing, taxation and other topics. The project will allow regional students access to modern business education topics and methodologies.

Institute for SME Finance**\$49,852.14****Kazakhstan (Almaty City), Uzbekistan (Tashkent City)**

To raise the level of understanding of SME risk capital financing for financial institutions, government officials and other stakeholders in Central Asia. The Institute for SME Finance will hold one-day workshops in Almaty and Tashkent and produce region-specific case studies on the importance of equity finance for local SME. The workshops and resulting materials will increase the level of interest and support for risk capital financing and help link SME to institutions interested in risk capital financing.

2.1 Citizen Political/Economic Participation

Open Door Grants

Public Association Street Law Kazakhstan**\$32,681****Kazakhstan (Almaty City)**

To support the development of civic leadership among young adults aged 14 to 17, by publishing a textbook and interactive teacher training program on civil law and democratic citizenship. In addition, training seminars will be held for teachers from 120 schools in four cities of the country on how to use the new instructional materials. The grant will provide for funding for a computer, software, presentation projector, scanner, and printing costs for 1,000 copies of the new textbook.

Aktobe University Dunie**\$2,754****Kazakhstan (Aktobe Oblast)**

To promote greater access to legal and economic information by purchasing books for the university library. The national government is unable to continue the expansion of library holdings or maintain the current periodical subscriptions in these crucial subject areas. Under the project, approximately 800 books will be purchased.

Youth Information Service**\$34,542****Kazakhstan (Almaty City)**

To promote educational reform and promote the rights of university students by supporting a national advocacy campaign to review student-university contracts. The contracts, which all students sign with their institutions, are often violated and additional costs, access restrictions, curriculum changes, etc. imposed by the university. The campaign will create hotlines for student complaints, develop a rating system of educational institutions, and publish a bulletin highlighting proposed changes. The grant will also cover the costs for four branch offices and seven representative offices across the country, and provide funds for office equipment, rent, printing costs, salaries, and Internet access.

Generation Public Union of Social Defense of Retirees**\$10,237****Kazakhstan (Almaty City)**

To support greater citizen participation in politics by sponsoring a seminar on the social protection for pensioners. The seminars will bring leaders of the pensioner movement together to discuss goals and strategies for future work, develop lobbying plans, and produce and coherent action plan. The plan will be reviewed by attorneys for legislative accuracy, distributed nationally to interested parties, and presented to the mass media for publicity. A roundtable will be held at the conclusion of the seminar with government representatives, members of parliament, and regional officials. The grant will provide for salaries, transportation, expert honorariums, Internet access, publication costs, and event space.

Institute of Economics and Finances**\$8,659.98****Kazakhstan (Almaty Oblast, Almaty City)**

To promote greater involvement and participation in legal and economic reform by improving the resources available to students and faculty of the university. The national government is unable to continue the expansion of library holdings or maintain the current periodical subscriptions in these crucial subject areas. To avoid a large expenditure of staff time, a third-party vendor will collect and deliver the materials.

Center for Legal Assistance to mass media. Karaganda**\$31,827****Kazakhstan (Karaganda Oblast)**

To support freedom of the press through training journalists and helping media managers defend their legal and business interests. The grant will pay for a computer, printer, scanner and copier for a training, consultation and resource center in Karaganda. At least 100 young journalists will enhance their reporting skills in four two-day seminars. Four other seminars will train 100 journalists in legal aspects of their field, and a third set of seminars will address business issues, for 100 media managers. Media supervisors with specific legal and business questions will receive consultations; six editions of a print and electronic newsletter will address general issues.

Joint Stock Company TV Company Rika-TV**\$34,929****Kazakhstan (Aktobe Oblast)**

To promote housing reform as a means of local self-governance by creating a weekly television program, "Goal: Self-Governance." Forty-five 15-minute episodes will air in Russian and Kazakh. They will focus on how apartment owners' associations manage their affairs.

Public Foundation National Consumers' League of Kazakhstan**\$31,901****Kazakhstan (Almaty City)**

To improve citizens' economic rights and decision-making by publicizing consumer rights. The project will create a consumer rights resource center for teachers. Twenty schoolteachers and 20 professors will attend courses at the center to help them teach the recently approved consumer-rights curriculum. The center will continue to provide the teachers with methodological support following the courses. It will also reach a wider audience through events and the mass media.

National Library, Republic of Kazakhstan**\$34,779****Kazakhstan (Almaty City)**

To improve the quality of citizen participation in government decision-making by creating the country's first resource center for public policy researchers. The National Library's center will give independent researchers access to policy texts, studies and databases. The center will also provide office services and Internet access. This project is part of the Soros Foundation Kazakhstan and the Eurasia Foundation's public policy program.

Republican Scientific Technical Library**\$26,077****Kazakhstan (Almaty City)**

To help libraries adapt to the post-Soviet environment, as financially and programmatically independent sources of information responsive to citizens' needs. Four trainings, with 20 librarians each, will help participants write business plans, develop services for private businesspeople, attract outside funding and support and manage human resources.

Institute of Economics and Finances**\$26,234****Kazakhstan (Almaty City)**

To train better economists, a department will be created in a Kazakhstani school to prepare students for acceptance to the Russian Economic School in Moscow. Teachers will be trained and familiarized with the Russian schools entrance requirements, and students recruited for the new department. This grant is linked to A01-0127.

International Foundation for protection of Speech Freedom - Adil Soz**\$23,557****Kazakhstan (Almaty City)**

To strengthen freedom of speech, the grantee will publish a newsletter on legal issues in media. The newsletter will fill a gap in informing journalists and press freedom advocates of legislation and other issues affecting media. The grant will allow for the writing, editing, and distribution of 12 monthly issues, 40 pages each, both in hard copy and on the Internet.

Confederation of Non-Government Organization of Kazakhstan

\$16,066

Kazakhstan (Almaty City, Astana City)

To create the preconditions for non-governmental organizations to carry out social services traditionally performed by the government. The project will identify NGOs that can assist the government in providing social services. It will develop the framework for a social partnership between NGOs and regional government agencies, and identify areas for cooperation. The grantee will generate support for legislation needed to allow NGOs to perform these functions.

Youth Information Service

\$33,880

Kazakhstan (Almaty City)

To engage students in civic activism, a campaign to improve conditions at universities will be launched. The state of student services such as housing and cafeterias will be assessed. The nationwide network of student organizations will then carry out an advocacy campaign that seeks to improve these facilities.

New Economic School

\$26,697

Kazakhstan (Almaty City)

To prepare the next generation of economists, stipends will be granted to the most gifted Kazakhstani students attending the Russian Economic School to continue their education. In addition, the qualifications of a Kazakhstani school's faculty will be raised so that it can prepare new type of Kazakhstani economic schools.

Centralized Library System of the Semipalatinsk City

\$23,000

Kazakhstan (East Kazakhstan Oblast)

To increase citizen access to information, the library will create a legal and economics information center and automate its catalog system. The system will enable students and citizens to access books from other area libraries through a book exchange program.

NGO Informational Center - Kazakstan Press Club

\$34,983

Kazakhstan (Almaty City)

To help regional independent print media become financially self-sustaining, the grantee will train newspaper managers in management, marketing and financial management. At the same time, future trainers will be prepared for a leave-behind capability. This grant is part of a larger program to give managers the skills to make their newspapers into successful businesses.

Zharia Women's Association of Development and Adaptation

\$2,881

Kazakhstan (Aqmola Oblast, Astana City)

To promote citizen participation in protecting the rights of women. In a seminar, international NGOs will share their experience with local NGOs working in women's rights. The NGOs will learn to use lobbying as a means of furthering their agenda. They will discuss ways to better defend women's rights. And they will begin or continue ongoing relationships with like-minded organizations in other countries.

2.2 Improved Legal Systems

Open Door Grants

Taxation Culture Development Fund - Public Foundation

\$34,497

Kazakhstan (Almaty City)

To reduce legal and regulatory barriers for international trade by conducting a coordinated advocacy campaign for foreign business development in Kazakhstan and the Kyrgyz Republic. The grantee will conduct a series of roundtables with entrepreneurs, representatives of the government, NGOs, and foreign embassies in order to collect information on the key sources of difficulty in conducting trade. A bilingual book will then be published summarizing their results; and analyzing trade, customs, civil, tax and labor law. English-language copies of the book will be given to embassies and other foreign associations for distribution. To publicize the event, a conference will be held in the Kazakhstani capital Astana to notify lawmakers. A set of training seminars will then be held in Bishkek, Astana, and Almaty to discuss the results and disseminate more information on the project. The grant will support costs for salaries, meeting materials, travel expenses, translations, publication costs, an half of the cost to bring an expert from London.

Northern Kazakhstan Chamber of Commerce and Industry

\$10,083

Kazakhstan (North Kazakhstan)

To provide alternative dispute resolution for small and medium-sized business owners by strengthening an existing arbitration court in the city of Petropavlovsk. An advertising and information campaign will inform businesspeople and their legal representatives of the court. Seminars will train them in commercial law principals and how to use the court.

Public Union Ymyt-Balykchi

\$16,359

Kyrgyz Republic (Issyk-Kul Oblast), Kazakhstan (Atyrau Oblast)

To defend the rights of disadvantaged citizens through the creation of legal information centers. One main and five satellite offices will offer legal assistance 40 hours a week, with additional on-call hours. Through office consultations, and house calls, about 55 people a month will receive legal advice on social and economic issues.

2.3 More Accountable Local Government

Open Door Grants

Administration of the Akim of Kyzylorda Oblast

\$34,908

Kazakhstan (Kyzyl-Orda Oblast)

To increase the efficiency of the oblast-level government by providing a computer network to the Akimat. The system will allow the Akimat and Raion offices and government departments to quickly exchange information on social and economic development initiatives, legislation, staff and training. Much of the information and databases on the system will be available to mass media, NGOs, and individual citizens. The grant will include costs for approximately 25 computers, a server, a printer, and network installation equipment. The Akimat will use budgetary funds to share the costs of much of the equipment.

Center for Assistance to Democracy

\$6,887

Kazakhstan (Karaganda Oblast)

To promote public administration reform by supporting a training series for leaders in local self-governance. 200 citizen leaders from the oblast will attend three-day seminars, and join parliamentary and government leaders for a series of roundtables to develop solutions to the issues. Of that group, twenty will be selected to attend a conference on local self-governance in Ekaterinburg, Russia. The grantee will publish a monthly bulletin and work with mass media to publicize the initiative. The grant will provide funding for salaries, rent, transportation, Internet access, advertising, and a summary evaluation.

Akimat of the Lisakovsk City

\$29,345

Kazakhstan (Kostanai Oblast)

To increase a city administration's responsiveness, the project will widen involvement in drafting a 10-year development strategy. Lisakovsk's economy is heavily reliant on a mine; its development could thus serve as a model for single-industry cities. The administration will gather local and perhaps foreign experts to study diversification. Government and nongovernmental experts, business owners and representatives of small cities will give their advice in three seminars. A roundtable will review lessons learned in the city's development since 1991. In a concluding conference, city authorities will share Lisakovsk's experiences with representatives of other small cities.

Public Foundation Institute of Social Research

\$34,409

Kazakhstan (Almaty City)

To widen participation in public policy studies through a series of small-group trainings to professors and researchers. Courses in public policy and applied research methods will help participants implement public policy syllabi in their institutions, and prepare research paper proposals.

Public Foundation / Pavlodar regional School of management**\$20,584****Kazakhstan (Pavlodar Oblast)**

To improve the effectiveness of a key local self-governance institution, by improving the skills of apartment owner association leaders. The grantee will identify texts on local self-governance, and translate them into Russian and Kazakh, and other languages as needed. It will then publish and distribute them. Seminars will help association leaders make full use of the materials.

Association of Apartments Owners Cooperatives of Uralsk City - Sever-shest**\$27,903****Kazakhstan (West Kazakhstan Oblast)**

To strengthen an important type of local self-government, an umbrella group will be created for the city's 112 separate apartment owners' associations. This will address a number of current shortfalls in associations, by creating standardized management and accounting systems, lobbying for their interests, and raising the qualifications of their leaders through education. Apartment owners will benefit from better maintenance and more rational payments for services and utilities.

Enbek Public Foundation for Training of Market Economy Personnel**\$2,989****Kazakhstan (South Kazakhstan Oblast)**

To promote better governance, trainers will be prepared. The trainers will in turn instruct government officials in Shymkent, Kyzyl-Orda, Taraz, Uralsk, Ust-Kamenogorsk, and Karaganda at one of six regional training centers.

Oblast Institute of Qualification Improvement and Retraining of Personnel**\$2,995****Kazakhstan (Kyzyl-Orda Oblast)**

To promote better governance, trainers will be prepared. The trainers will in turn instruct government officials in Shymkent, Kyzyl-Orda, Taraz, Uralsk, Ust-Kamenogorsk and Karaganda at one of six regional training centers.

1.2 Fiscal Policies & Management Practices

Open Door Grants

The Center of Economic and Management of the Kyrgyz State Pedagogical University named by Arabaev

\$28,089

Kyrgyz Republic (Bishkek City)

To introduce more effective management practices into academic institutions by creating a training curriculum and series of textbooks on administration, management, and entrepreneurship in academia. No targeted training program or materials were available for educational administrators in the past, and many lack sound financial and organizational management skills. The textbooks will undergo independent review and governmental approval after which they will be sent to administrators of schools, institutes, colleges, and universities across the country. Faculty members of education programs will learn how to give instruction based on the new materials, and students of education will use the new textbooks as they prepare to enter the field. The grant will provide for publishing and distribution costs for 1,000 copies of each of the three textbooks, salaries, two computers, software, a printer, and the purchasing of books for use in the editing process-which will later be added to the institute's library.

The Association of Assistance to Employment in Talas

\$13,945

Kyrgyz Republic (Talas Oblast)

To promote increased access to capital for entrepreneurs by supporting a series of 28 three-day business training seminars in the oblast. The seminars will give instruction to 560 entrepreneurs on the basics of microcredit, writing business plans, cash flow management, accounting, and marketing. The grantee will also conduct individual consultations for each of the participants, and assist them in presenting their business plans to regional micro-lending institutions. The grant will support costs for salaries, a computer, transportation, a copier machine, rent, email access, and software.

Consulting Company - Professional Manager

\$15,933

Kyrgyz Republic (Bishkek City)

To support the development of small and medium-sized businesses throughout the Kyrgyz Republic by disseminating information about micro-credit programs. The organization will evaluate the micro-credit needs and the scope of donor activities in different regions of the republic. Donor organizations will meet with local business and government representatives to discuss micro-credit opportunities, at round-tables and meetings arranged by the grant-recipient. Business representatives will receive training in business planning and marketing, from local instructors trained in a prior EF grant. The grantee will prepare a brochure detailing micro-credit opportunities, with the help of independent experts; 500 copies will be distributed in the regions.

1.3 Private Enterprise Development

Open Door Grants

Master Marketing Ltd.

\$7,256

Kyrgyz Republic (Chui Oblast)

To provide assistance for entrepreneurial development by conducting a series of two-day training seminars for current and aspiring small businesspeople. Eight of the eleven seminars will be held in less developed regions of the oblast. The grantee, which has extensive commercial experience in marketing and business planning, will also publish 300 copies of a series of handbooks on how to develop your business, locate and manage human resources, develop an effective advertising campaign, and create a financially sustainable and learning organization. The trainers will also give individual consultations for each participant and assist them in locating partners and financing for their start-up activity. A mid-grant and follow-up survey will assess the success of the project. The grant will provide for salaries, rent of a notebook computer, advertising, publishing costs, and an audit.

Institute of Retraining and Professional development of personnel under KSNU

\$24,110

Kyrgyz Republic (Bishkek City)

To educate farmers on agrarian land reform through the creation of education and consulting centers in four regional centers. Eight seminars and consultations will reach more than 1,000 farmers on the legal and economic effects of land reform. A brochure will be prepared in Kyrgyz and Russian and 1,000 copies published.

The Naryn Oblast's Nongovernmental Organization Kol-Kabysh

\$1,725

Kyrgyz Republic (Naryn Oblast)

To increase the business skills of entrepreneurs and farmers, by sponsoring a training of trainers. A four-day seminar stressing interactive methods will prepare 25 trainers, who can then teach others about business-plan writing, marketing, taxation, and accounting. Also, a newsletter, circulation 400, will address issues affecting women entrepreneurs.

"Association of Organizations, Supporting Development of Crafts in Central Asia"

\$30,994

Kyrgyz Republic (Bishkek City)

To foster the transition of Central Asian artisans into a market economy. A detailed marketing survey of craftsmen and their products in all five countries of Central Asia will be conducted, the results used for the development of marketing strategy and training. In addition, the association will lobby governments to protect the interests of craftsmen.

Academy of Management under the President of the Kyrgyz Republic

\$23,056

Kyrgyz Republic (Bishkek City)

To foster the growth of private enterprise through a demand-driven training program in the Total Quality Management system. An American business professor and local experts, trained in a prior grant (A99-0272), will work

intensively with 20 senior managers from four medium sized companies, over six months, using a combination of seminars and on-site training. The prior grant will be analyzed to gauge its effectiveness and that of TQM in the Kyrgyz Republic.

Public Association of Initiative Youth Ceonis

\$17,154

Kyrgyz Republic (Bishkek City)

To improve access to jobs for unemployed youth, through the creation of a database linking job seekers and employers. The youth job exchange office will create a web site with this information, and publicize its services. The project will link databases in Tokmok and Bishkek; later a nationwide job search system could be created. About 1,500 job placements in two cities and a summer resort area are anticipated.

American University in Kyrgyzstan

\$23,231

Kyrgyz Republic (Bishkek City)

To raise the caliber of a local MBA program by allowing three professors to participate in short-term internship program at University of Washington. The internship will enable the professors to improve courses at their home university. The project is co-funded by Soros Foundation-Kyrgyzstan and University of Washington.

Center of Master, Postgraduate Studies & National Educational Programs

\$5,724

Kyrgyz Republic (Bishkek City)

To help raise business education to international standards by funding a short-term visit of select Members of a Working Group to the University of Florida. The visit will complement the Eurasia Foundation's on-going project with the University of Florida on business education reform.

University of Florida

\$11,693

Kyrgyz Republic (Bishkek City)

To advise the Kyrgyz Ministry of Education in its revision of national business education policies. Business education accreditation experts from the University of Florida will assess current policies and university programs and make both short-term and long-term policy recommendations with the objective of harmonizing Kyrgyz business education programs with internationally practiced accreditation standards.

University of Florida

\$71,339

Kyrgyz Republic

To support Ministry of Education (MOE) efforts to develop new business education standards for the Kyrgyz Republic. Business education experts from the University of Florida will assist an MOE working group in developing standards, including business education objectives, expectations for business program graduates, the role of the MOE in program development, minimum requirements for instructional resources, a credit hour system, admission criteria, curriculum development guidelines, and corporate linkage recommendations.

1.4 Competitive Responsive Financial Sector

Open Door Grants

Mercy Corps International -- Kyrgyz Republic

\$27,561

Kyrgyz Republic (Talas Oblast)

To support microenterprise and small business development by partially capitalizing and covering administrative costs for an existing microcredit program. The program will create new jobs, develop human resources, and increase the ability of entrepreneurs to make profits. Mercy Corps will work in concert with the local NGO Ak-Peyil to expand the current lending portfolio to neighboring regions where few credit mechanisms exist. The grant will cover six months of the salaries and training of three new loan officers and expenses for rent.

Kyrgyz Stock Exchange CJSC

\$16,318

Kyrgyz Republic (Chui Oblast)

To train stock exchange professionals in the use of an automated trading system, through a virtual reality game. The grant will fund the installation of seven networked computers, the game and a library of 73 books on finance and markets in the exchange's educational center, where specialists can prepare for certification and students of partner institutions can engage in interactive learning. The grant will also fund improvements to the Kyrgyz Stock Exchange's web site and a database of stock market regulations, to make the market more efficient and transparent.

2.1 Citizen Political/Economic Participation

Open Door Grants

Coalition for Democracy and Civil Society Public Union

\$19,711

Kyrgyz Republic (Bishkek City)

To support the development of civil society and raise citizen involvement in political decision-making by supporting a leading citizens' group in the Kyrgyz Republic. A two-day training seminar for representatives from the group's main and regional offices, as well as ongoing work of the National Democratic Institute, the project's co-financer, will help raise the skills of the group's leadership. The board of directors will meet twice, and will receive training from NDI, to strengthen its role in the group's management. Participation by the group's rank and file will be raised through increased contacts with the group's leadership. A monthly four-page newsletter, to be published four times, will discuss important issues; distribution of 700 copies will increase members' involvement and the group's visibility with outside groups. Developing ties to NGOs, the media and government officials will increase the group's effectiveness.

Public Association Chamber of Tax Consultants

\$18,939

Kyrgyzstan (Chui Oblast)

To support the development and greater efficiency of small businesses and NGOs in three regions of the country by conducting a series of eight seminars on taxation, accounting, commercial law, and non-commercial law. The trainers, who are all professional lawyers or accountants, will provide each of the approximately 250 participants with consultations. The participants will be selected with the assistance of Counterpart Consortium and the local NGO Interbilim. The grantee will also publish 2,000 copies of Q&A pamphlets for entrepreneurs and noncommercial organizations. The grant will provide for salaries, a CD writer, photocopy machine, printing costs, and an audit.

Internews Kyrgyz Republic

\$2,253

Kyrgyz Republic (Bishkek City)

To reduce obstacles for independent mass media by co-sponsoring a legal protection program for journalists. The effort is supported with funding from The World Press Freedom Committee, The Internews Network, and the Soros Foundation-Kazakhstan. The grant will retain an experienced media lawyer to assist journalists in court cases across the country and provide funding for the attorney.

The Newspaper a Public Rating

\$10,148

Kyrgyz Republic (Bishkek City)

To promote greater economic rights and transparency in commerce by supporting a newspaper advocacy campaign for business development. Four series of regular columns will appear in a local newspaper covering: government barriers or new regulations that impact businesses, questions from readers and answers from government officials and parliament members.

The Agency of Commercial Information Kyrgyzstan**\$28,509****Kyrgyz Republic (Bishkek City)**

To raise the effectiveness of community-based organizations and the media through the creation of an independent news agency and press center. The center will host press conferences for organizations regardless of their political views or ability to pay. Representatives will collect news from seven regions and the capital, to be distributed on the Internet.

Public Union ASIMO (Association of Specialists of Interactive Methods of Teaching)**\$27,742****Kyrgyz Republic (Bishkek City)**

To strengthen the efforts of international and local NGOs by developing a greater capacity within the region for program evaluation. Trainers from Novosibirsk and Moscow, who received training from USAID, will conduct seminars on evaluation for 25 non-commercial professionals. Many local trainers lack an understanding of measuring impact and results from their instruction.

Kyzyl-Kisky Branch Kyrgyz of Mountain-Metallurgical Institute**\$7,118****Kyrgyz Republic (Jalal-Abad Oblast)**

To improve economics education through increased access to materials at a Kyrgyzstani university. The university will create a resource center and purchase a computer, printer, and modem to allow access to the Internet. Economic literature-100 titles, 343 copies-will give students access to necessary materials.

NGO Consumers Rights Protection Union**\$15,613****Kyrgyz Republic (Osh Oblast)**

To educate citizens on consumer rights, the Osh association will open two education and consulting centers. The national consumer rights association will develop a program and materials with the Osh association for use in the region. Consumers who believe their rights were violated will receive free consultations. The Osh association will publish 72 columns in 3 newspapers and hold discussion clubs.

Public Association of Social Protection of Population**\$16,042****Kyrgyz Republic (Bishkek City)**

To increase participation of senior and disadvantaged citizens in social-policy making through visits to parliament and meetings with officials at all levels of government. A series of public hearings will be held both with the government and the senior management of utilities companies.

Kyrgyz Technical University**\$16,867****Kyrgyz Republic (Bishkek City)**

To strengthen independent media by improving their management. Three professors will study Moscow State University's program, then introduce seven courses integrated into an academic program for journalist-managers.

The Osh State University**\$7,731****Kyrgyz Republic (Osh Oblast)**

To improve the legal and economic education of the 800 students studying at the university's regional centers, by purchasing more than 1,800 texts. Five copies each of 190 economics titles and 182 legal titles will be distributed among the university's 14 distance learning centers.

Institute for Higher Education Policy**\$36,118.50****Kyrgyz Republic**

To complete an initial assessment of the prospects and direction of higher education reform in the Kyrgyz Republic. Institute staff will work directly with the Minister of Education, education reform working groups, higher educational institutions and other interested stakeholders to review and assess the state of higher education, and to make recommendations concerning the direction and sequencing of reform.

2.2 Improved Legal Systems

Open Door Grants**The Young Lawyers of Kyrgyzstan Public Association****\$18,491****Kyrgyz Republic (Naryn Oblast)**

To raise the legal literacy of a disadvantaged population, by opening a legal-information clinic. The center will provide free in-person consultations, assist in writing legal documents and staff a legal advice hot-line. The project will provide several hundred rural citizens with access to legal advice and consultation.

Public Union Ymyt-Balykchi**\$16,359****Kyrgyz Republic (Issyk-Kul Oblast), Kazakhstan (Atyrau Oblast)**

To defend the rights of disadvantaged citizens through the creation of legal information centers. One main and five satellite offices will offer legal assistance 40 hours a week, with additional on-call hours. Through office consultations, and house calls, about 55 people will receive legal advice on social and economic issues each month.

The Autoradio, Ltd.**\$19,930****Kyrgyz Republic (Bishkek City)**

To protect the rights of professional drivers against abuses by government officials, an information and legal defense campaign will be launched. Lawyers will give consultations at a center. A radio talk show will inform drivers of their rights and highlight cases of abuse, and a brochure will provide detailed legal information.

1.2 Fiscal Policies & Management Practices

Open Door Grants

American Friends of the New Economic School

\$200,000

Russia (Moscow City)

To promote economics education and the development of western-trained economists in Russia through continued support for the New Economic School (NES) (Moscow), a two-year graduate program in economics. This grant would fund the continued operation of the NES's teaching program, the introduction of new programs, and institutional development, and, will promote financial self-sustainability through matching funds against tuition and other revenues.

Center of Business Planning & Managing Non-Profit Partnership

\$34,475

Russia (Saratov Oblast)

To encourage Saratov oblast cultural organizations (museums, theaters, libraries, etc.) to attract outside financial resources through the development of commercial and noncommercial projects. The grant will select thirty promising business ideas to cultivate, and train cultural organization personnel in business planning. Professional consultants will assist cultural organizations to develop two business plans and sixteen grant proposals. The grant will promote the developed projects to potential local and international donors.

Auditconsul Joint Stock Company

\$22,140

Russia (Sakhalin Oblast)

To optimize taxation of small and medium Enterprises (SME) in Sakhalin Oblast. The project team will involve local business associations in carrying out an economic analysis of the profitability of selected businesses. They will then organize a series of round tables in various districts to discuss and work out new methods of yield assessment for SMEs. These discussions will lead to submission of amendments to the regional law "On the imputed income". Once these amendments are accepted, project specialists will give a series of educational seminars for accountants. It is expected that these amendments will facilitate the creation of a mechanism to prevent income concealment and help establish a level playing field for small businesses.

JSC Progressor: Audit & Consulting

\$30,190

Russia (Saratov Oblast)

To increase the effectiveness of Saratov oblast municipalities by introducing methods of strategic planning. The project will select the best municipalities through a competitive basis and teach them how to develop strategic plans and projects. Qualified experts in the field of strategic planning will train local consultants and graduate

students to work with municipalities. Together the consultants, graduate students, and municipalities will develop strategic plans and projects for their territories. The grant will provide the opportunity for realization of the projects created, and will also stimulate the development of local consulting services.

Center for Information Research

\$34,976

Russia

To increase transparency in financial policy-making and in the use of public funds on the federal and regional levels. An Internet resource will be created to provide access to regulations on budgeting, draft laws, federal and regional budget data, reports by government agencies, analytical and research materials, and mass-media publications covering budgetary issues. Site users will also benefit from on-line consultations and commentary on budgetary information provided by the project team.

Anti-Corruption Open Competition

Within the framework of the Corruption Prevention Program funded through a special grant from USAID, the Central Russia and Siberia Regional Office and the Russian Far East Regional Office will conduct the fourth small grants competition to support citizen initiatives aimed at reducing corruption. Projects supported will aim at increasing citizen participation in local government; strengthening the role of journalists in anti-corruption efforts; increasing public access to information on local budgets and broader public participation in budget formation, discussion and oversight; and adoption and implementation of professional codes of ethics among public officials, businesspersons, journalists and teachers.

All National Forum, For Decent and Affordable Housing

\$34,607

Russia (Altai Krai, Omsk Oblast, Smolensk Oblast, Tver Oblast)

To increase the effectiveness of using of public funds by increasing the transparency of municipal bidding procedures. A training program on bidding practices for municipal contracts will be developed and carried out in four cities. Follow-up round table discussions will lead to the development of recommendations on improving municipal bidding procedures. A group of local trainers in each of the four pilot cities will be trained to continue consulting services for those participating in municipal competitions in their cities. This experience will be spread through a network of NGO resource centers in the hope that they will be able to expand the range of services they provide and conduct consultations for participants in municipal competitions.

1.3 Private Enterprise Development

Open Door Grants

Interdistrict Center of Industrial Subcontracting and Partnership

\$34,980

Russia (Leningrad Oblast, Moscow Oblast, Nizhny Novgorod Oblast, St. Petersburg City)

To facilitate growth of private enterprises through increasing opportunities for industrial co-operation. Project team will analyze the state of affairs in the sphere of subcontracting and develop guidelines on subcontracting for SME managers and experts. The results of the research along with the guidelines will be published on the Web site as well as directly mailed to the government bodies and technical assistance programs.

KONSEKO Press Company

\$34,998

Russia

To improve the sustainability of small businesses by upgrading SME managers' qualifications in legal aspects of entrepreneurship. New interactive components will be added to the grantee's web site to provide small companies with free access to application schemes for commercial and tax codes, up-to-date news, and experts' commentary on business legislation. The web site will also include a "tax calculator" to estimate real taxation obligations for concrete small enterprises. Entrepreneurs and SME lawyers will also benefit from free virtual consultations.

Women's Credit Union, Collaboration

\$34,924

Russia (Karelian Republic, Kemerovo Oblast, Orel Oblast, Tula Oblast)

To facilitate the growth of microenterprises through increasing their access to capital. Experts from 10 regional and municipal funds for small business support will be trained in microfinance issues. The training team has broad practical experience in microlending and will impart their expertise to the trainees. The project will improve microenterprise lending capacity in the four target regions, which will serve as models for other regions.

Center for Social and Economic Research

\$34,948.30

Russia

To improve the enabling environment for small business development by identifying the most severe problems pertaining to methods of state interference with small businesses, especially the wide variety of inspections, and to develop recommendations on how to solve the identified problems. Project implementers will analyze legislation and normative acts pertaining to small business on the federal and regional level and interview entrepreneurs and government officials in two Russian regions. After that they will develop recommendations on improving the current situation, present analytical materials to the business community and the Russian government, and publish them on the Web and in mass media.

Sakhalin State University**\$29,114****Russia (Sakhalin Oblast, Pskov Oblast)**

To develop a productive dialogue between business and science so that inventions can be successfully brought to market and intellectual property rights can be protected. In cooperation with the RFE Branch of the Russian Academy of Science, the University will create a Bureau of Intellectual Property that will conduct extensive consultations and seminars in Sakhalin counties, publish reference materials, and assist in the production of trial samples and promotions of innovative products. A new course on intellectual property rights will be added to the University curriculum. Local producers will gain a competitive edge with the introduction of new technologies and products.

Counterpart International**\$14,219****Russia**

To assess 22 Women's Business Associations in western Russia, to identify the demand for training and technical assistance in association management, advocacy, governance, coalition building, and marketing. Based on the assessment, the Counterpart and Partner Foundation will develop Training and Technical Assistance Plans for capacity building of ten associations.

Bodo Regional University**\$198,322****Russia (Arkhangelsk Oblast)**

To support the creation and development of an executive MBA program at the Arkhangelsk State Technical University (ASTU) through a five-year partnership with Bodo Regional University (Norway). This project, which will be co-funded by the Barents Secretariat and significant in-kind contributions from ASTU, will establish a core curriculum, improve faculty qualifications, develop a visiting and part-time lecturer program, and enhance the research capacity of the business faculty at ASTU.

Non-commercial Partnership Union of Housing Owners**\$34,875****Russia (Penza Oblast)**

To develop business opportunities for housing cooperatives in the city of Penza by initiating commercial projects. The association of housing cooperatives will select and develop the best business ideas from city housing cooperatives, involving local businesses and municipality as partners in the projects. It will also advise housing cooperatives on how to start their own business and, together with the municipality, will develop favorable legal framework for business in this sector.

Saratov State Agricultural University**\$34,950****Russia (Saratov Oblast)**

This grant will provide a base for continued development of the agricultural extension service program in the Saratov Oblast. Drawing upon the successful results of the previous grant, the grantee will continue providing a wide range of technical, accounting and legal services to farmers. The efforts of this grant will be focused on the creation of a raion agricultural extension center. The center will provide more farmers with access to technical assistance, and increase the profitability and viability of the farming industry.

Saratov Branch of Moscow State University of Commerce

\$13,155

Russia (Saratov Oblast)

To support the development of small and medium sized businesses by introducing practically oriented management training in Saratov Institute branch of the Moscow University of Commerce. Currently, university students in Russia lack the practical skills and hands-on experience required to navigate through today's complex business environment. To address the lack of practical skills among young managers and compensate for a mainly theoretical higher business education in provincial Universities, a business simulation course will be added to the Institute's curriculum. The faculty will receive training on how to use the simulator, and students will use the course to improve their managerial skills. The experience gained will be shared with the business and educational community through the publication and distribution of informational materials.

Institute of Economics and Social Research

\$33,200

Russia (Volgograd Oblast)

To support the rapidly growing small-business community by introducing an innovative training and consulting program. One of the goals of this project is to raise awareness among managers about the use of consultant expertise. The program will be focused on business strategy, marketing and budgeting, utilizing interactive consulting technologies and materials. The program will coach participating managers as they learn how to further develop their businesses. As a result of the project, fifteen businesses will generate and implement a formal system of management planning (strategy, marketing and human resources), thereby increasing their efficiency and productivity in the marketplace.

Volga Regional Academy of Civil Service

\$21,260

Russia (Saratov Oblast)

To support private enterprise development and improve the University's management training program by developing computer based technology of the case study approach and adding it to the Volga Region Civil Service Academy's curriculum. The project will introduce the case study approach in the Academy, and will provide students with practice in analysis and decision-making, utilizing a special computer program. Professors will receive training in the case study method, develop the course methodology, train students, and disseminate the lessons learned and results of the project among other Saratov universities.

Bashkortostan Academy of Civil Service

\$15,945

Russia (Bashkortostan Republic)

To support small and medium sized business by creating and introducing a practically oriented management training course in Bashkiria Academy of Civil Service and Management. Currently, young managers in Russia lack the practical skills and experience necessary to excel in today's complex business environment. This course is designed to overcome the lack and balance out a mainly theoretical curriculum by adding intensive hands-on training and business simulation techniques. The project will result in 50 students trained, and the course developed and disseminated through a seminar and publication of a brochure.

Russian American Business Education Center

\$24,708

Russia (Sakhalin Oblast)

To promote the development of alternative funding sources for small businesses in the region. Project specialists

with the help of representatives of the Moscow Credit Union League and the First Far Eastern Consumers' Credit Union (a previous successful grantee) will organize and implement an informational campaign on credit unions operation. They will also publish reference materials, and conduct a series of seminars for the business community and civil servants. In addition, they will set up a consulting center on credit union registration, management and accounting practices. This project will help to create favorable conditions for stable credit union operation in the region.

Komsomolsk-na-Amure State Technical University

\$30,245

Russia (Khabarovsk Krai)

To implement a management training program especially for managers of small and medium-size firms in the building industry. The project team will develop a targeted new curriculum and educational materials, and will also present a series of seminars and consultations on management, marketing, accounting, financial planning and legal aspects of the building industry for businessmen and people willing to start their own business. These activities will help a promising industry in this region of Russia to develop and strengthen its potential according to standard business practices.

Administration of Ussuriysk District and Ussuriysk City

\$31,007

Russia (Primorsky Krai)

To encourage the development of small enterprises in the district through a comprehensive range of business services. The project will create a small business incubator and will also develop a mechanism for simplifying procedures for registration and licensing of private enterprises which was developed by a former grantee in Vladimir. The results of this project will be discussed in the mass media. This project is intended to increase the number of new private enterprises and to increase the effectiveness of existing small businesses in the region.

East-Siberian State Technological University

\$28,625

Russia (Buryat Republic)

To stimulate investment in innovative technologies in the region by helping scientists market their inventions to potential investors. The grantee will create an informational consulting center, accumulate best practices of other regions in high technology promotion, conduct a series of business planning seminars for scientists, and compile a database of innovative ideas for potential investors. A specially designed Web-site, an informational campaign in local mass media, and working meetings of businessmen and scientists will foster a dialogue between business and science. These activities are designed to create conditions for inventors and investors to cooperate in innovative business projects.

Leader Municipal Enterprise Youth Center

\$32,860

Russia (Sakhalin Oblast)

To promote the growth of private service enterprises in the town of Aniva (Sakhalin) by establishing a business incubator. The project will analyze the best practices of similar operations in the western parts of Russia, and with the help of the local administration, will lease office space and provide informational, consulting, educational and managerial services at favorable rates to local entrepreneurs. The grantee will also facilitate access to credit by developing partner relations with a new Sakhalin-based microcredit program. The project will testing the model of a self-sustainable business incubator in a small Russian Far East town and will disseminate the experience gained.

Small Business Support Center Sakhalin Regional Public Organization

\$28,094

Russia (Sakhalin Oblast)

To stimulate entrepreneurial activity on Sakhalin via telecommunications and Internet technologies. Together with a winner of the EF Moscow e-commerce development competition, the grantee will carry out an extensive informational campaign, publish reference materials, and provide a series of seminars and consultations for Sakhalin businessmen on model business projects using Internet technologies. Several round table discussions involving representatives of the business community, banks, and administrative bodies will be organized to identify and reduce obstacles to e-business development on Sakhalin. The goal of this project is to improve the efficiency of business and accelerate its development on the island through the use of telecommunication and Internet technologies.

Khabarovsk Laboratory for Electronic Commerce NGO

\$25,325

Russia (Khabarovsk Krai)

To stimulate electronic commerce growth by organizing a center to provide training and consultations for managers and web-designers of private companies on market analysis, Internet marketing, business planning and Internet technologies. The project team will conduct research on the status of electronic commerce in the region, will organize media coverage of the project topics and events, and will provide web hosting for several pilot business projects. These activities are expected to increase the number of entrepreneurs using Internet technologies to promote their businesses.

Petersburg - 2015, Fund for Assistance to Civic Initiatives

\$34,754

Russia (Leningrad Oblast, Moscow City, Nizhny Novgorod Oblast, Novgorod Oblast, Saint Petersburg City)

To improve the enabling environment for SME growth by developing self-regulatory mechanisms. The project team will facilitate a discussion of a draft law on self-regulatory organizations with business associations and expert groups in four Russian regions through a series of publications and roundtables. A conference focusing on the topic will be organized with members of the business community, consumer protection organizations, and the Ministry of Economic Development and Trade.

Copyright Holders Association

\$24,362

Russia (Krasnoyarsk Krai)

To increase the effectiveness of small and medium publishing houses. The project team, together with copyright experts and practicing lawyers, will develop a course on copyright management. The course will be taught to managers and lawyers of 20 publishing houses. With support from the association, the publishing houses participating in the program will develop and introduce new policies and procedures related to copyright management. The project's progress will be covered in the association's bulletin and on its Web site.

NGO Center for Supporting the Land Reform Program in the Samara Oblast

\$27,775

Russia (Samara Oblast)

In support of private farming in Samara oblast by helping farmers resolve problems involving taxation, land ownership and land rights before starting or expanding their farming activities. During the project the Center will

summarize and distribute legal practice of resolving these problems and provide legal assistance to farmers. The project will increase the viability of private farms in 10 districts.

VERA Belgorod Regional Organization for Refugees

\$29,680

Russia (Belgorod Oblast)

To support private enterprise development in Belgorod Oblast through the implementation of successful business and entrepreneurial training programs which have been developed and institutionalized by The International Labor Organization in the cities of Belgorod, Gubkin, and Stary Oskol. The grantee has attracted the attention of local financial institutions, which have confirmed their interest in financing program graduates' business plans.

Saratov Chamber of Trade and Commerce

\$34,999

Russia (Saratov Oblast)

To support private enterprise in the Saratov oblast through the creation of a legal support system for civil rights protection in four regions where there is currently no access to legal advice. The project will provide legal consultation, help solve actual legal problems, and distribute summaries of successful practices throughout other regions of the oblast. In addition, the project will provide the legal infrastructure needed for businesses to survive.

Saratov State Technical University

\$34,995

Russia (Saratov Oblast)

To improve the training of future managers in small and medium-sized businesses by developing and implementing an innovative university business program (a business cradle) for students majoring in Internet technologies. The program plans to combine basic business knowledge with advanced computer education in the framework of model student companies. Trained under the new methodology, sixty students will develop at least ten commercial Internet applications for local small and medium-sized businesses.

JSC Universal-Audit

\$15,325

Russia (Stavropol Krai)

Helping the private sector in Stavropol Krai by providing thirty-five rural businesses resolve their tax and accounting problems. During the project the organizers will provide consultations, seminars and on-site to clients with a goal to increasing their commercial viability. The experience gained during the grant will be summarized and disseminated among clients and used after the grant concludes to expand the firm's clientele.

Union of the Entrepreneurs

\$33,071

Russia (Voronezh Oblast)

To improve the legal environment for small business in Voronezh oblast by supporting a professional association uniting private entrepreneurs who will work to reduce the legal and regulatory barriers inhibiting the development of small business. The grantees will be actively involved in the lawmaking process, representing private entrepreneurs, and will provide legal support to small businessmen, helping them to defend their civil rights against the abuses of local government agencies.

Garant Capital Audit Firm**\$27,582****Russia (Voronezh Oblast)**

To support private enterprise development in the Liski Raion by providing regular accounting and auditing consultations, seminars and technical assistance. The project hopes to increase the viability of fifty businesses. The experience and information gained during the grant will be used to serve other small businesses.

Naumov & Borisov Legal Firm**\$33,608****Russia (Saratov Oblast)**

To support private farming in Saratov oblast by creating a network of legal centers for farmers in Saratov region. During the project the grantee will study and distribute summaries of successful legal practice resolving farming taxation and civil rights problems, and will provide direct legal assistance to farmers. The project hopes to increase the commercial viability of private farms in three districts.

MERIDO**\$28,040****Russia (Voronezh Oblast)**

To support the rapidly growing small-business community by introducing an innovative training and consulting program in strategy, marketing and budgeting. The grantee will develop and use an effective set of consulting tools and methodical materials, including a video, that is intended to decrease the cost of doing business to \$10 per person per day. As a result of the project fifteen businesses will generate and implement a formal system of managerial (strategic, marketing and human-resource) planning and increase their competitive level, yielding a 10 to 15 percent increase in sales revenues.

JSC Intercom-Audit Moscow/Intercom-Audit Volgograd Branch**\$31,770****Russia (Volgograd Oblast)**

To increase viability of the private sector in Volgograd Oblast by providing accounting, legal and appraisal services to small businesses. In order to highlight the existing obstacles to private sector development, the organizers will hold seminars and round tables, and produce bulletins and publications. The experience gained during the grant life will be further used to increase the firm's clientele and provide access to consulting services for more small businesses.

Delovoi Olimp Volga Regional Center of Business Education**\$11,215****Russia (Saratov Oblast)**

To support business development in Saratov by introducing an innovative management training program for university students. Practicing small and medium-sized business managers and university professors will collaborate in the implementation of this project. The new training methodology will be institutionalized in the host organization, and the grant will produce 45 newly trained young managers.

JSC Finaudit**\$29,712****Russia (Voronezh Oblast)**

To support private farms and agricultural enterprises in the Voronezh oblast by creating an economic and legal

center in the Ertel raion. During the project the grantee will try to solve actual legal and economic problems and distribute summaries of successful practices throughout other raions. The project hopes to increase the commercial viability of agricultural businesses in Voronezh oblast.

JSC Voronezhskie Vesti Publishing House

\$22,073

Russia (Voronezh Oblast)

To improve legal rights protection of small and medium-sized businesses in the Voronezh oblast. The project will conduct a series of roundtables with business entrepreneurs, lawyers, tax officials and local government representatives at which problems of small and medium-sized business will be discussed. In order to gain local community support for entrepreneurs whose rights have been violated, the implementers will publish a monthly newspaper page focused on individual cases of small and medium-sized business rights' issues. By consolidating the efforts of eleven projects on private enterprise development supported by Eurasia Foundation in Voronezh oblast, this project will help solve concrete problems of local businesses and stimulate development of entrepreneurs' unions.

JSC Master TV Company

\$34,995

Russia (Penza Oblast)

To support private enterprise development in Penza region. At present, governmental bodies frequently infringe upon the legal rights of local businesspeople. These violations, coupled with the lack of coverage of business by the local media, are greatly hindering business development in Penza. Under this project the local television channel and the oblast newspaper will cover the legal problems of entrepreneurs and highlight successful examples of legal rights protection. This grant will help entrepreneurs solve their legal problems, and assist businessmen to unite and form associations to protect their rights.

Penza Oblast Board of Lawyers

\$21,810

Russia (Penza Oblast)

To reduce legal and regulatory barriers to business development in the Penza oblast through the construction of a better legal environment for the conduct of businesses. The project will provide access to legal service and legal information, help to resolve disputes and protect business people's economic rights against local administrative abuse. This grant is intended to promote the development of private enterprise and a civil society by reducing the incidence of civil rights violations, lowering business risk, improving the delivery of quality legal services, resolving legal issues and improving business finance.

Saratov Chamber of Trade and Commerce

\$34,980

Russia (Saratov Oblast)

To improve protection of rights of small and medium-sized businesses in the Saratov oblast. The publication of a special business addition to a local newspaper and a series of roundtables, hot lines and on-going meetings with small and medium-sized business entrepreneurs, lawyers, tax officials and local government representatives will increase local community interest and support for business rights issues. The project will focus on concrete problems of local businesses and hopefully result in the development of effective entrepreneurs' unions. It will also create opportunities for the development of the first Saratov newspaper for small and medium-sized business.

JSC Prima**\$22,945****Russia (Penza Oblast)**

To assist in the development of the private sector in Penza Oblast by helping thirty businesses resolve their accounting, legal, and management problems. During the project the organizers will provide consultations, seminars, round tables and site visits to increase the commercial viability of participating Penza businesses. The experience gained during the grant will be summarized and disseminated among clients, and used after the grant concludes to expand the firm's clientele.

Partner-Audit Audit Firm**\$34,870****Russia (Penza Oblast)**

To support agribusiness development in the Penza Oblast. The project will provide farmers and rural businesses with access to highly professional accounting and legal advice through consultations, seminars, and brochures. These services will ensure the growth and survival of farms and businesses in the current unstable rural environment.

Krasnodar Conflict Resolution Center**\$16,490****Russia (Krasnodar Krai)**

To support the development of an alternative dispute resolution system in Russia through the organization of an interregional ADR conference. The project will amass the success of the Eurasia Foundation's Southern Russia Regional Office's Alternative Dispute Resolution (ADR) program in the creation of an ADR strategy for Russia. During the conference, practical recommendations about the development of ADR in the regions will be discussed.

Volga Regional Academy of Civil Service**\$29,480****Russia (Saratov Oblast)**

To support private enterprise development and improve the University's management training program by developing a Situational Management Course based on the case study method. Professors will receive special training on Situational Management, develop the methodology to be used in the course, train students, and disseminate the lessons learned and results of the project among other Saratov universities.

YOUR RIGHTS Saratov NGO**\$31,390****Russia (Saratov Oblast)**

To reduce legal barriers to business development in the Saratov oblast through the construction of a better legal environment for the conduct of businesses. The project will provide access to legal service and legal information, help to resolve disputes and protect business people's economic rights against local administrative abuse. This grant is intended to promote the development of private enterprise and a civil society by reducing the incidence of civil rights violations, lowering business risk, improving the delivery of quality legal services, resolving legal issues and improving business finance.

International Institute of Humanitarian and Political Research**\$32,968****Russia**

To facilitate private enterprise growth by improving the enabling environment for small business development. Project implementers will analyze best practices in conflict resolution between entrepreneurs and state inspectors and develop a strategy for entrepreneurs on how to defend their interests before state inspectors. Along with this, the grantee will develop recommendations for legislators and discuss the results with entrepreneurs and all interested parties. In addition a relevant web site will be created.

Obninsk Accountants Club**\$33,526****Russia (Kaluga Oblast)**

To increase the financial sustainability of small enterprises by improving their accounting procedures and introducing International Accounting Standards (IAS). An existing web site will be modified to provide professional accountants with free access to local legislative and regulation news, employment opportunities, and virtual consultations on a variety of accounting issues. Accountants of 100-150 local small businesses will improve qualifications during a distance learning/consulting course. Nearly 200 accountants, who have no access to the Internet, will benefit from participating in a series of seminars, individual consultations, and round table discussions on implementation of IAS and management accounting issues.

Scientific Projects and Internet Technologies**\$30,785****Russia**

To foster the development of small innovative businesses by expanding their marketing opportunities and creating a new information resource. The grantee's web site will be expanded to provide small innovative companies with free access to searchable databases and up-to-date news. It will cover investment and funding opportunities, information on innovations in development and promotion, and prospects for new partnerships. The improved site will include the home pages of more than 500 innovative companies, 200 research groups, and more than 500 descriptions of related programs and sites. Users of the site will also benefit from on-line consultations by project experts and will have a chance to share their expertise during web conferences.

IRA Teleinform**\$34,663****Russia (Irkutsk Oblast)**

To support SME development in Irkutsk oblast by helping foster positive public opinion toward entrepreneurship through positive media coverage. The project will also increase small business' skills and sophistication in PR and dealing with the media. A series of training seminars will be held for journalists and entrepreneurs, both separately and together, to promote closer cooperation. The project also includes the creation of a weekly news-wire on SME-related regional news, which will be made available to local media outlets.

St. Petersburg Fund for Small and Medium-Sized Business Development**\$34,708****Russia (Leningrad Oblast)**

To support the development of SMEs in seven cities of Leningrad Oblast by increasing their access to high-quality professional consulting services. The project team will study the problems and needs of small businesses

in the selected cities and conduct training sessions for local business consultants. A network of consulting centers affiliated with municipalities in seven selected cities will be created in the Leningrad oblast. Results of the project will be presented at a round table held for members of the seven city administrations, business support structures, and business associations of the Oblast.

Training and Methodical Center at Foundation for International Accounting in Russia
\$34,994

Russia

To improve the quality of university-level business education programs through developing a curriculum and teaching manuals for courses on financial accounting. The grantee will adapt a course on using International Financial Accounting Standards, which was originally developed for consultants to training centers of the Institute of Professional Accountants. Pilot testing of the course by 65 institutions of higher education will be accompanied by train-the-trainer sessions. Recommendations by participating professors will be combined and published in a manual. A set of materials, including the textbook, the teaching manual, and a student workbook will be freely distributed to more than 150 institutions of higher education.

Institute of National Project, Foundation for Social Agreement
\$34,990

Russia (Altai Krai, Moscow City, Perm Oblast)

To support the growth of the private sector by helping reduce state interference with SMEs. The project team will introduce principles of sector-based business standards and provide training to leaders of business associations. The team will also develop and publish a manual of recommendations on development of sector-based business standards for business associations. In addition, an informational campaign will be carried out and a pilot project will be implemented aimed at introducing the principles of business standards in several existing business associations.

Moscow State University of Economics, Statistics and Information Sciences
\$33,811

Russia (Irkutsk Oblast, Leningrad Oblast, Nizhny Novgorod Oblast, Novosibirsk Oblast, Tver Oblast)

To increase expertise on running e-business among regional small enterprises. The project team, drawn from a leading Russian economic institute, will develop a course on e-trade and convert it into a distance learning format. The course will be tested in a group of 100-120 small business managers and will then be improved based on participants' feedback. Trainees will also benefit from e-mail consultations, web-conferences, and the opportunity to implement new on-line components to their businesses under the supervision of e-business managers.

Institute of Professional Auditors
\$33,488

Russia (Moscow City)

To support the growth of small business by strengthening a professional association of auditors. The project team will develop and introduce professional standards for members of the Institute of Professional Auditors. The team will also provide training and consultations for members of the Institute and will conduct a follow-up review to check members' implementation of the new standards. The results and lessons learned from the project will be discussed at a round table with participation of members and other auditing companies.

Chelyabinsk Regional Agency for Business Support and Investment

\$34,338

Russia (Chelyabinsk Oblast)

To support the development of e-trade by creating a professional union of small e-businesses. Up to 50 small enterprises will benefit from joining the “E-commerce Club,” participating in monthly round table discussions on topical aspects of e-trade, and promoting their services through the Club's web site. Leaders of e-business projects of more than 50 small enterprises will improve qualifications during training seminars, e-mail consultations, and web-conferences. Up to 20 trainees who develop the best Internet-projects will have the opportunity to introduce new on-line components to their businesses under the supervision of project experts.

Non-commercial Partnership REA-Risk-Management

\$34,939

Russia

To improve the business curricula of Russian regional universities by developing a distance learning program on risk-management for professors of economic and financial disciplines. The project will also result in increasing the number of certified Russian specialists in the area of financial risk management by promoting the course to financial institutions and private companies.

Institute of Open Education

\$32,566

Russia (Kemerovo Oblast)

To promote the development of small businesses by improving their ability to attract investment. A project web site will provide small businesses with free access to important regulatory legislation and will include databases on past investment projects. Over 100 business leaders will improve their qualifications during training seminars and consultations on attracting investment and promoting products and services. They will also exchange expertise during round tables and web-forums. More than 30 investment projects chosen on a competitive basis will be presented to potential investors.

Omsk Engineering Joint Stock Company

\$34,434

Russia (Omsk Oblast)

To promote the development of small innovative businesses by broadening the reach of their marketing and promoting new opportunities based on Internet technologies. The grantee will create and put on the Web an interactive catalogue of small innovative businesses, their products and services. Over 100 business leaders will improve their qualifications during training seminars and consultations on various aspects of Internet-marketing and will develop marketing plans for their enterprises. The five best projects will be presented at the annual Siberian Innovation Forum. The others will participate in an Internet-based exhibition of innovative products and technologies.

Union of Innovative and Technological Centers of Russia

\$34,995

Russia (Sverdlovsk Oblast, Tatarstan Republic, Moscow City, Vladimir Oblast, Saratov Oblast, Saint Petersburg City, Novosibirsk Oblast, Nizhny Novgorod Oblast, Yaroslavl Oblast)

To support the development of SMEs by helping small high-tech companies operate more effectively and attract investment. The project team will provide training on project management to consultants from 24 high-tech

business support centers. The team will also create databases of high-tech companies and their current projects, potential buyers of high tech products technologies, and potential sources of funding. The databases will be published on the Internet site. Consultants trained during the project will help regional companies prepare projects and present them to potential investors at two fairs in St. Petersburg.

Novosibirsk Chamber of Commerce and Industry

\$32,120

Russia (Novosibirsk Oblast)

To promote the development of small business by enhancing the management skills of business leaders and top-level managers. Over 140 business leaders and managers will attend training seminars and consultations aimed at improving their skills in managing and planning for small enterprises. Participants will develop plans for reorganizing the management structures of their companies, and the fourteen best plans will be selected for implementation under the supervision of the project team's experts. The experience and best practices of participants will be exchanged at round table discussions and through an online forum.

Social Reinvestment Initiatives

\$33,473

Russia (Moscow City)

To promote good corporate citizenship in local communities by introducing a training course on social policy for businesses and sharing best practices in this area. Training and informational support and consultations will be provided to trainers from regional business management training centers to help them introduce such a course into their programs. The project team will also develop, publish and distribute a handbook covering such topics as coalition building, legal aspects of social policy, and models and best practices of social activities of businesses. Finally, an information campaign on corporate citizenship will be conducted in the mass media and via the Internet.

Tver Fund for Development of Economic Education

\$34,967

Russia (Tver Oblast)

To support the development of small enterprises by incorporating e-commerce technologies into their businesses. The grantee will convert into distance-learning format and put on the web a course on e-business. Through training sessions and consultations both in person and via e-mail, a pilot group of 120-130 small business leaders will enhance their knowledge of various aspects of using web-based technologies and will develop e-commerce plans for their businesses. The trainees who develop the best plans (up to 50) will have the opportunity to implement their plans and incorporate new technologies with assistance from the project experts.

Internet Payment Systems Group Joint Stock Company

\$34,998

Russia (Moscow City)

To accelerate the development of e-commerce among small businesses by improving the quality of services provided. The grantee will develop an Internet-Trade Ethics Code as an additional instrument of consumer-rights protection for goods and services provided through the Internet. Between 100 and 150 small Internet-based stores that choose to adhere to the Code will improve their customer service and methods of conflict resolution under the supervision of the project experts. The Code, and other issues related to customer service for Internet-based businesses, will be publicized in both the media and on the Internet.

ROCIT Regional Public Center of Internet Technologies

\$34,785

Russia (Nizhny Novgorod Oblast, Perm Oblast, Tver Oblast, Mocsow City)

To support the development of e-commerce in Russia's regions by creating a network of ROCIT affiliates in the Nizhny Novgorod, Perm, and Tver Oblasts. ROCIT will add to their web a section devoted to regional partners and their events and will organize a web forum to facilitate the exchange of information between participants. The grantee will provide training for six regional consultants and supervise affiliates' performance during the year. Each regional center will organize a public information campaign in the local media and conduct six roundtables on various aspects of e-commerce for up to 300 managers of local Internet-businesses.

Russian Rural Credit Cooperative Competition

The Moscow and Saratov Regional Offices of the Eurasia Foundation conducted a program aimed at increasing access to credit on the part of farmers and other small rural businesses by helping rural credit coops to grow. The program included a range of technical support activities for select cooperatives, including specialized training of cooperative managers and members, information support, and infrastructure development.

Russian Rural Credit Cooperative Competition

Nadezhda Rural Credit Cooperative

\$10,000

Russia (Saratov Oblast)

To support the expansion of rural credit cooperation in the Ozinski region of Saratov Oblast. The sluggish economy of this region creates many obstacles for rural businesses, including a lack of professional advice and financial resources. The grant will enable the cooperative to greatly broaden the services it provides to its members. This, in turn, will help farmers survive and increase their profitability. This grant is awarded under a joint program with the Moscow Regional Office.

Alexeevskii Rural Credit Cooperative

\$9,670

Russia (Volgograd Oblast)

To support rural credit cooperation in the Alexeevski region of Volgograd Oblast. At present, farmers and cooperative members lack access to technical, training and consulting services. As a result, farmers are incurring financial losses and cannot apply to banks for larger loans. The project will address the problem of poor education by providing a wide range of consulting services to farmers. Thus, the grantee will better and more efficiently address vital need of farmers in the Volgograd Oblast, and help rural businesses grow and increase their profitability. To attract new shareholders the grantee will open three field offices. This grant is awarded under a joint program with the Moscow Regional Office.

Kolos Rural Credit Cooperative**\$8,460****Russia (Volgograd Oblast)**

To advance the development of the rural cooperative movement in the Kumylzhenski region of Volgograd Oblast. At present, cooperative members have no access to technical, accounting, legal and information services. This lack of information considerably thwarts their businesses' growth and development. This grant, awarded under a joint program with the Moscow Regional Office, will focus on addressing these needs of farmers to help them increase their profitability.

Farmer Rural Credit Cooperative**\$7,495****Russia (Volgograd Oblast)**

This project will support rural credit cooperation development in the Pallasovka region of Volgograd oblast. The grant will enable the cooperative to provide members with seminars and consultations in accounting and taxation. Clients of the cooperative currently have no access to such services, and as a result their businesses are suffering. This grant will help rural businesses improve their accounting standards, increase their profitability, and become more sustainable. This grant is awarded under a joint program with the Moscow Regional Office.

Olkhovskii Rural Credit Cooperative**\$8,775****Russia (Volgograd Oblast)**

In support of rural credit cooperation development in the Olkhovski region of Volgograd Oblast. At present, farmers and cooperative members lack access to technical, training and consulting services. As a result, farmers are incurring financial losses and cannot apply to banks for larger loans. The project will address the problem of poor education by providing a wide range of consulting services to farmers. Thus, the grantee will better and more efficiently address vital needs of farmers in the Volgograd Oblast, and help rural businesses grow and increase their profitability. To attract new shareholders the grantee will open two field offices. The grant is awarded under a joint program with the Moscow Regional Office.

Ovoshchevod Rural Credit Cooperative**\$9,285****Russia (Volgograd Oblast)**

To support rural credit cooperation in the Middle Akhtuba region of Volgograd Oblast. At present, cooperative members lack needed access to technical, training and information resources. As a result they incur serious accounting and legal problems. The grantee, thanks to this grant, will be able to diversify the services and attract new shareholders by establishing a new field office. Farmers and rural businesses will receive badly needed access to financial and technical training and information that will prevent them from losses. This grant is awarded under a joint program with the Moscow Regional Office.

Stimulus Rural Credit Cooperative**\$9,400****Russia (Saratov Oblast)**

To strengthen rural credit cooperation in the Krasny Kut region of Saratov Oblast. Currently farmers of the region lack the skills necessary to market their products. This severely limits growth and development of farms in

the region. Under the grant, the cooperative will develop a marketing department, which will accumulate and sell cooperative members' products. These services will be of significant help to farmers, and assist in simplifying their business. This grant is awarded under a joint program with the Moscow Regional Office.

Garant Novoburasskii Rural Credit Cooperative

\$9,985

Russia (Saratov Oblast)

The project will support rural credit cooperation development in the Novoburassky region of Saratov Oblast. To become more sustainable and competitive in the rural finance market the grantee will diversify its services and attract new shareholders. Farmers and rural businesses will be provided with access to financial and technical training and information. Such a combination of services will be very attractive to shareholders.

Novoanninskii Rural Credit Cooperative

\$10,000

Russia (Volgograd Oblast)

To support the development of rural credit cooperatives in Novoanninsky region of the Volgograd Oblast. Under the grant, the cooperative will diversify its services and develop an account department, which will accumulate excess cooperative member funds. These funds will be then disbursed into loans. The project will ease access to financial resources for rural business people. This grant is awarded under the joint program with the Moscow Regional Office.

Kikvidzenskii Rural Credit Cooperative

\$10,000

Russia (Volgograd Oblast)

In support of rural credit cooperation development in the Kikvidzenski region of Volgograd Oblast. The project will provide shareholders of the cooperative with a wide range of technical, training and consulting services as well as access to loans. Thus, the grantee will better and more efficiently address vital need of farmers in the Volgograd Oblast, and help rural businesses grow and increase their profitability. This grant is awarded under the joint program with the Moscow Regional Office.

Sodruzhestvo Volgograd Oblast Rural Credit Cooperative

\$10,000

Russia (Volgograd Oblast)

To support rural credit cooperation development in Volgograd Oblast through Oblast-wide training of cooperative staff, assistance to newly registered and existing cooperatives, and improvement of their financial management skills. The project will strengthen rural credit cooperatives as financial institutions. This will help them increase their membership and ease access to financial resources for rural businesses. This grant is awarded under the joint program with the Moscow Regional Office.

Podderzhka Rural Credit Cooperative

\$10,000

Russia (Volgograd Oblast)

In support of rural credit cooperation development in the Alexeevski region of Volgograd Oblast. The project will provide shareholders of the cooperative with a wide range of technical, training and consulting services as well as

access to loans. Thus, the grantee will better and more efficiently address vital need of farmers in the Volgograd Oblast, and help rural businesses grow and increase their profitability. This grant is awarded under the joint program with the Moscow Regional Office.

The Northwest Russia Small Grants Initiative

The Eurasia Foundation's Moscow Regional Office administers a joint Norwegian-American small grants program in support of the development of democratic civil society and private enterprise in Northwest Russia. The program is co-funded by the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat. Its geographic focus includes the Leningrad, Murmansk and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, and the Republic of Karelia.

Center for Professional Management and Computer Technologies

\$33,579

Russia

To increase access of small businesses in Russia's regions to internationally accredited business education programs through the conversion of a course on business-planning and investment projecting to distance learning format. The course will be tested in a group of 70-100 small business managers and will then be improved based on participants' feedback. All trainees will also benefit from e-mail consultations and web-conferences on investment projects.

Karelian Regional Agency of Small Business Support

\$28,489

Russia (Karelian Republic)

To create mechanisms for entrepreneurs' participation in the development of a regional legislative and normative base for SMEs. The proposed mechanism includes firm-level surveys, expert analyses of draft law, round table discussions with the participation of entrepreneurs and local government bodies including the regional Duma, informational bulletins for entrepreneurs and regional Duma members, and creation of a Coordination Council for SME development in Karelia.

Administration of Local Self-government of Vepssi District

\$34,503

Russia (Karelian Republic)

To support small business in Vepssi national district of Karelia by holding a series of seminars and round tables for the unemployed, entrepreneurs, and local government officials. Participating unemployed residents will receive assistance in developing business projects for submission to the regional fund for small business support. The discussions will help foster more effective and fruitful cooperation between residents, businessmen, and local government. A center to promote these business activities within the municipal administration will be strengthened.

Interregional Marketing Center, Karelia - Moscow

\$21,506

Russia (Karelian Republic)

To support the development of small and medium enterprises in Karelia by improving the advertising skills of their managers and creating an information resource that will help them conduct more effective advertising campaigns. A database containing information on all outlets for advertising in the region will be created, and managers of SMEs will receive training on its use and on advertising generally.

1.4 Competitive Responsive Financial Sector

Open Door Grants

Orel Regional National Foundation for Support Small Entrepreneurship

\$33,320

Russia (Orel Oblast)

To increase access to capital for small business through development and implementation of a microfinance program in the Orel Oblast. Project implementers will disseminate information about the program through mass media, train credit officers in eight districts, provide consultations and training for entrepreneurs and disburse no less than 400 micro loans out of their own funds and a loan from the Federal Fund for SME support.

Working Center for Economic Reform - Liberal Alternative

\$34,990

Russia (Belgorod Oblast, Moscow City, Nizhny Novgorod Oblast, St. Petersburg City)

To facilitate increased access to financing for Russian SMEs through the improvement of banking services to small business. The project team will develop and conduct a survey of banking services for SMEs in five Russian regions, develop recommendations for regional banks and the Russian government on how to improve access to credit, discuss the survey results at a roundtable with representatives of banks, business associations and government officials, and publish them in a brochure which will be disseminated at the Third All-Russia SME Conference.

Urals Scientific- Educational Center of Innovation Business

\$32,516

Russia (Sverdlovsk Oblast)

To increase small innovative businesses' access to capital by developing and introducing a credit mechanism based on the use of bonds, and by establishing a loan guarantee mechanism. The project will provide approximately 40 small innovative businesses with a series of training seminars on financial analysis, assessment of the commercial potential of innovative business projects, management of intellectual property, and procedures and conditions for participating in the credit and loan guarantee programs. After the training and consultations, the credit and loan guarantee mechanisms will be tested using funds committed to the project by the "Progress" investment fund. The project includes ongoing monitoring and assessment of results, and introduction of changes in the design of the credit program to improve its future implementation.

State Fund of Small Business Development of Murmansk Oblast

\$24,013

Russia (Murmansk Oblast)

To increase access to capital for small business through development and implementation of a microfinance program in the Murmansk Oblast. Project implementers will disseminate information about the program through mass media, train credit officers in eight districts, provide consultations and training for entrepreneurs and disburse no less than 300 micro loans out of their own funds and a loan from the Federal Fund for SME support.

Small Business Support Fund of Republic of Khakassia

\$34,990

Russia (Khakass Republic)

To increase access to capital for small business through development and implementation of a microfinance program in Khakassia. Project implementers will disseminate information about the program through mass media, train credit officers in eight districts, provide consultations and training for entrepreneurs and disburse no less than 400 micro loans from their own funds and a loan from the Federal Fund for SME support.

Novgorod State Fund for Small Business Support

\$21,679

Russia (Novgorod Oblast)

To increase access to capital for small business through development and implementation of a microfinance program in Novgorod Oblast. Project implementers will disseminate information about the program through mass media, train credit officers, provide consultations and training for entrepreneurs and disburse no less than 400 micro loans out of their own funds and a loan from the Federal Fund for SME support.

Tula Oblast Fund for Small Business Support

\$34,975

Russia (Tula Oblast)

To increase access to capital for small business through development and implementation of a microfinance program in the Tula Oblast. Project implementers will disseminate information about the program through mass media, train credit officers, provide consultations and training for entrepreneurs and disburse no less than 300 micro loans out of their own funds and a loan from the Federal Fund for SME support.

Russian Association of Farmers and Agriculture Cooperatives Enterprises

\$32,525

Russia (Krasnoyarsk Krai)

To increase the decision-making ability of financial institutions working with farmers and other small agricultural producers by creating a database of credit histories of rural businesses in the Yaroslavl, Moscow, Leningrad, and Perm Oblasts, and the Chuvash Republic. The database will help worthy agricultural businesses gain access to credit. Information will be gathered both from financial institutions and from borrowers, and a series of seminars for rural businesses will be conducted in each region to facilitate the information collection process.

Nizhny Novgorod Business Incubator

\$34,328

Russia (Nizhny Novgorod Oblast)

To improve SMEs' access to capital by fostering cooperation among banking, financial, and business support structures in Nizhny Novgorod. The project team will work with local banks and other financial institutions to

create a joint Loan Support Agency, which will provide consultations to SMEs on business planning and compiling applications for financing. The team will also collect and disseminate information on financial services to SMEs, and present projects for financing to local banks and other financial institutions. In addition, a database on credit histories of local SMEs will be created and made available to all financial institutions participating in the project. Results of project activities will be presented at a conference and disseminated to business support structures in other Russian regions.

Russian Small Business Support Agency

\$34,995

Russia (Moscow City)

To support the growth of small business by improving access to capital for Russian SMEs. The project team will facilitate a dialogue between the private and public sectors on the issue of access to capital for SMEs primarily by conducting research and analysis of key problems in the sphere financing for SMEs and by formulating recommendations for lawmakers and government officials on addressing existing challenges. A series of roundtables will be conducted to encourage discussion between business and government, and analytical reports will be published both in the print media and on the Internet. Results of the roundtable discussions will be summarized by five working groups and presented at the Third All-Russia Conference of SME representatives.

Russian Rural Credit Cooperative Competition

The Moscow and Saratov Regional Offices of the Eurasia Foundation conducted a program aimed at increasing access to credit on the part of farmers and other small rural businesses by helping rural credit coops to grow. The program included a range of technical support activities for select cooperatives, including specialized training of cooperative managers and members, information support, and infrastructure development.

Rural Consumer Credit Cooperative, Krestiyanski

\$6,171

Russia (Novosibirsk Oblast)

To increase the effectiveness of a credit cooperative's activities by improving its business practices and procedures. As a result of the project, the cooperative will expand its range of services, analyze and report financial data more efficiently, improve its loan policies, and widen its membership base. These improvements will lead to a greater financial sustainability for the cooperative and increased access to capital for farmers and other small agricultural producers.

Kozhevnikovski Rural Credit Consumer Cooperative, Podderzhka

\$6,119

Russia (Tomsk Oblast)

To increase the effectiveness of a credit cooperative's activities by improving its business practices and procedures. As a result of the project, the cooperative will expand its range of services, analyze and report financial data more efficiently, improve its loan policies, and widen its membership base. These improvements will lead to

a greater financial sustainability for the cooperative and increased access to capital for farmers and other small agricultural producers.

Farmer, Rural Credit Consumer Cooperative

\$4,528

Russia (Yaroslavl Oblast)

To increase the effectiveness of a credit cooperative's activities by improving its business practices and procedures. As a result of the project, the cooperative will expand its range of services, analyze and report financial data more efficiently, improve its loan and savings policies, and widen its membership base. These improvements will lead to a greater financial sustainability for the cooperative and increased access to capital for farmers and other small agricultural producers.

Shegarsky Rural Credit Cooperative, Nash Putj

\$10,085

Russia (Tomsk Oblast)

To increase the effectiveness of a credit cooperative's activities by improving its business practices and procedures. As a result of the project, the cooperative will expand its range of services, analyze and report financial data more efficiently, improve its loan policies, and widen its membership base. These improvements will lead to a greater financial sustainability for the cooperative and increased access to capital for farmers and other small agricultural producers.

Zardon Rural Credit Cooperative

\$11,983

Russia (Udmurt Republic, Bashkortostan Republic)

To increase the effectiveness of a credit cooperative's activities by improving its business practices and procedures. As a result of the project, the cooperative will expand its range of services, analyze and report financial data more efficiently, improve its loan, savings, and internal control policies, and widen its membership base. These improvements will lead to greater financial sustainability for the cooperative and increased access to capital for farmers and other small agricultural producers.

Soglasie, Rural Credit Cooperative

\$10,639

Russia (Chuvash Republic)

To increase the effectiveness of a credit cooperative's activities by improving its business practices and procedures. As a result of the project, the cooperative will expand its range of services, analyze and report financial data more efficiently, improve its loan policies, and widen and diversify its membership base. These improvements will lead to greater financial sustainability for the cooperative and increased access to capital for farmers and other small agricultural producers.

Sodeistvie Credit Consumer Cooperative

\$10,225

Russia (Leningrad Oblast, Saint Petersburg City)

To increase the effectiveness of a credit cooperative's activities by improving its business practices and procedures. As a result of the project the cooperative will expand its range of services, analyze and report financial

data more efficiently, improve its loan policies, widen its membership base, and increase cooperation with local financial institutions (such as banks and leasing companies). These improvements will lead to greater financial sustainability for the cooperative and increased access to capital for farmers and other small agricultural producers.

First Society of Mutual Crediting

\$10,066

Russia (Vologda Oblast)

To increase the effectiveness of a credit cooperative's activities by improving its business practices and procedures. As a result of the project the cooperative will expand its range of services, analyze and report financial data more efficiently, improve its loan and savings policies, and widen its membership base. These improvements will lead to greater financial sustainability for the cooperative and increased access to capital for farmers and other small agricultural producers.

Agricultural Consumer Credit Cooperative, Doverie

\$9,940

Russia (Perm Oblast)

To increase the effectiveness of a credit cooperative's activities by improving its business practices and procedures. As a result of the project the cooperative will expand its range of services, analyze and report financial data more efficiently, improve its loan and savings policies, and widen its membership base. These improvements will lead to greater financial sustainability for the cooperative and increased access to capital for farmers and other small agricultural producers.

Sodruzhestvo, Rural Credit Cooperative

\$10,995

Russia (Yaroslavl Oblast)

To increase the effectiveness of a credit cooperative's activities by improving its business practices and procedures. As a result of the project the cooperative will expand its range of services, analyze and report financial data more efficiently, improve its loan, savings, and investment policies, and widen and diversify its membership base. These improvements will lead to greater financial sustainability for the cooperative and increased access to capital for farmers and other small agricultural producers.

Fermer-Credit, Rural Credit Cooperative

\$11,494

Russia (Republic of Mari-El)

To increase the effectiveness of a credit cooperative's activities by improving its business practices and procedures. As a result of the project, the cooperative will expand its range of services, analyze and report financial data more efficiently, improve its loan, savings and investment policies, and widen its membership base. These improvements will lead to greater financial sustainability for the cooperative and increased access to capital for farmers and other small agricultural producers.

Severnoe Siyanie, Rural Credit Cooperative

\$7,853

Russia (Tomsk Oblast)

To increase the effectiveness of a credit cooperative's activities by improving its business practices and procedures. As a result of the project the cooperative will expand its range of services, analyze and report financial data more efficiently, improve its loan policies, and widen its membership base. These improvements will lead to greater financial sustainability for the cooperative and increased access to capital for farmers and other small agricultural producers.

Tomski Oblastnoi Cooperative

\$10,970

Russia (Tomsk Oblast)

To increase the effectiveness of a credit cooperative's activities by improving its business practices and procedures. As a result of the project the cooperative will expand its range of services, analyze and report financial data more efficiently, improve its loan and savings policies, and widen its membership base. These improvements will lead to greater financial sustainability for the cooperative and increased access to capital for farmers and other small agricultural producers.

Rural Credit Cooperative, Asia - Credit

\$6,578

Russia (Altai Krai, Altai Republic)

To increase the effectiveness of a credit cooperative's activities by improving its business practices and procedures. As a result of the project, the cooperative will expand its range of services, analyze and report financial data more efficiently, improve its loan policies, and widen its membership base. These improvements will lead to a greater financial sustainability for the cooperative and increased access to capital for farmers and other small agricultural producers.

2.1 Citizen Political/Economic Participation

Open Door Grants

ZAO Chelyabinskiy Rabochiy - Manager

\$79,530

Russia (Chelyabinsk Oblast)

Improving citizen access to objective and diverse information by providing alternatives to the government's information monopoly in the Chelyabinsk region, through support to the region's only independent informational publication. Acquiring computer equipment and software will make it possible to improve the publication by introducing new management methods, newsgathering approaches and modern analysis of the newspapers' clients needs.

International Public Foundation, Interlegal

\$34,605

Russia (Kaliningrad Oblast)

To increase the role of NGOs in implementation of local social programs by improving the local legislation regulating citizen's involvement in decision-making. Two training sessions bringing together citizen groups and local officials will help to identify the priorities for social development in the region. An action plan to implement the pilot social initiatives will be jointly developed. The local team, in cooperation with outside experts, will develop the relevant legal framework ensuring the developed plan's implementation. A brochure analyzing the results of the implementation of the pilot social project will be published and distributed among civic groups and local governments of the Russian North-West. In addition, the materials covering the progress of the project will be posted on Interlegal's Web site.

Public Fund, Sodruzhestvo

\$32,973

Russia (Arkhangelsk Oblast, Karelian Republic, Len

To promote transparency in the use of public funds through introducing mechanisms of public hearings on local budgets in 5 oblasts of the Russian North-West. Representatives of local NGOs, local deputies and journalists will attend training sessions on budget analysis and public hearings procedures. The project team, together with local experts, will develop recommendations on improving budget legislation to broaden citizen participation in budget processes. The recommendations will be submitted to local legislative bodies. Pilot public hearings on drafts of local budgets for 2001 will be conducted.

Institute of Nongovernment Sector

\$22,427

Russia (Novosibirsk Oblast)

To facilitate the development of the residential self-government process through training personnel of self-government organizations, forming positive public opinion on the role of self-government in resolving local problems, and improving local legislation on self-government. A number of seminars will be conducted, three brochures will be published, and consultant services to self-government organizations will be delivered. Six articles will be published and three television programs will be prepared covering self-government issues.

Committee of Territorial Self-Governing¹ 11**\$17,152****Russia (Nizhny Novgorod Oblast)**

To facilitate the development of residential self-government process. Meetings and conferences of citizens will result in a package of initiatives aimed to resolve the most burning local problems. At least six of the developed initiatives will be implemented in the course of the project. Amendments to local legislation on reinforcement of the role of residential self-government will be worked out and submitted to the local Duma.

Obninsk Chamber of Commerce and Industry**\$2,999****Russia (Kaluga Oblast)**

To support the development of innovative enterprises and the commercialization of technologies in the target region by conducting a conference for 250 participants, bringing up together entrepreneurs and investors. An exhibition of the products of technology-based enterprises will be hold. In addition compilation of investment projects will be posted on the Web.

Union of Newsprint Distributors**\$34,962****Russia (Arkhangelsk Oblast)**

To raise financial sustainability of independent regional press through providing training and consultations for 10 newspapers in the Russian North. At a series of intensive trainings, upper and mid level managers will gain knowledge of modern advertising and marketing techniques. During the first stage of the project the trainees will develop business plans for their newspapers. During the second stage the newspapers will start to implement the business plans and will receive relevant information and technical assistance. A brochure on modern advertising and marketing techniques for regional media will be published and disseminated to many regional newspapers.

Fund for Independent Broadcasting**\$35,000****Russia**

To promote sustainability of independent regional radio stations by creation of a specialized Internet-resource compiling all sorts of information on radio in Russia. Besides being a source of professional information for regional radio community the portal will provide possibilities for independent radio stations to create their own Web pages.

Yuzhno-Sakhalinsk Parents' Fund for Developing Lyceum Classes at Secondary**School #3****\$7,102****Russia (Sakhalin Oblast)**

To introduce Sakhalin schools to the principles and practices of the communities schools model as an effective way to solve social problems using local resources. This "touch-stone" short-term grant will fund training, publication of reference materials, and analysis of immediate results. Community school leaders from Krasnojarsk will travel to Sakhalin to share experience with their Sakhalin colleagues at a regional conference and to carry out a seminar for the school principals, teachers and representatives of existing school foundations or boards of trustees. Project participants will apply the training and follow-up consultations they will receive to help the schools to identify key problems, develop plans to solve or minimize them, and to learn ways to attract resources, partners and volunteers to successfully implement plans.

Transitions Online**\$148,800****Russia**

To support innovative digital media and high-quality regional journalism through the development of a Russian mirror site for Transitions On-Line, a Prague-based on-line media publication that provides reporting on 28 post-communist societies. Grant funds will be used to cover salary, travel, marketing, web design, equipment, and, administrative expenses.

Rostov State University**\$23,160****Russia (Rostov Oblast)**

To support the development of non-government organizations in the city of Rostov-on-Don. NGOs do not have access to the municipal budget that is spent on social services. As a result NGOs cannot solve their clients' acute problems while the municipality spends the social budget ineffectively. The grant will address this problem by introducing a system of municipal grant competitions in the city. This will be done by training NGOs in project management, helping them to prepare projects, and implementing a municipal grant competition under which the best projects will be chosen for funding by the municipal budget. The grant will also spread the concept of municipal competitions to other oblast cities and towns by distributing best practices and training local organizations.

Non-commercial Partnership Center for Entrepreneurship Development**\$20,650****Russia (Penza Oblast)**

To stimulate citizen participation in solving local problems by developing territorial self-governing organizations in the city of Penza. Neighborhood citizens, local businessmen, NGO leaders, municipal officers, spokesmen, and journalists, will create a territorial self-governing organization which will identify and solve local problems. The organization will advise citizens from other neighborhoods on how to organize themselves effectively working with municipal government, and will create favorable legal framework for such organizations.

MEGAPROJECT**\$35,000****Russia (Saratov Oblast)**

To support civil society development in fifteen Volga federal district regions. Russian regions have a tremendous amount of social problems. However, there are very few initiatives from citizens and NGOs on how to deal with such problems. This grant will stimulate initiatives from NGOs and cooperation of NGOs, regional and local governments, business, and media from fifteen Volga regions in order to solve social problems. The grant will be used to help finance a Volga federal district social fair in Saratov, organized by the Volga representative of the President of the Russian Federation. Leading organizations from fifteen Russian regions, as well as international charitable organizations, will participate. The social fair will result in one hundred best projects supported through a grant competition. The fair will attract wide public attention in Russia, and will help regional organizations to establish necessary contacts and partnerships.

Amur-Batyushka Center for Social Development and Ecology**\$31,060****Russia (Amur Oblast)**

To more effectively address social problems by involving private companies in local philanthropy. The project will produce a number of charitable activities and events in order to attract donors. It will also conduct an information

campaign in the local media to inform the general public about social projects and supporting organizations. Working groups and training meetings will feature training on social partnership for representatives of local governments, as well as for private and non-governmental organizations. These activities will encourage partnership between non-profits and businesses, and will attract more local resources to implement socially important projects.

Delko-Nova NGO Resource Center

\$34,998

Russia (Primorsky Krai)

To involve citizens and think tanks in exploring solutions to the shared problems of the region. Building on a previous grant that identified the appropriate groups to participate in the discussion, "Delko-Nova" will test different mechanisms of public communication (seminars, roundtable discussions, Internet conferences) in such areas as the development of new businesses and the relationship between theory and practice in the public and private sector education and training. The project includes a number of public events such as the first Far Eastern Public Forum, and the creation of a web-server. The server will function as "a cross-roads of ideas", where the discussants and all interested could find analytical materials, information about projects, ideas and organizations, and could initiate the discussion of pressing issues and obtain feedback. The goal is to stimulate ongoing exchanges of opinion to influence local decision-making in the RFE.

Living Arctic NGO

\$31,881

Russia (Magadan Oblast)

To stimulate partnerships among non-profits, government and businesses for community development purposes. The project includes joint education for non-governmental organizations, local authorities and private companies on social partnership issues, followed by a week dedicated to the presentation NGO candidate projects for funding. The grantee will also help draft a decree from the mayor about a municipal grant competition in Magadan, which will include public representatives in the competition panel of experts. These activities are aimed at increasing the diversity and amount of local funding for socially important programs.

Sakhalin Regional Branch of Public Organization MANPO

\$29,100

Russia (Sakhalin Oblast)

To involve private companies and community members in local philanthropy in order to effectively address social problems. Eurasia Foundation partners and grantees from Moscow and Kaluga will share their knowledge of inter-sectoral cooperation principles and techniques; methods for planning public campaigns; and fundraising techniques involving Sakhalin non-profit, business and journalists' communities and local administrators. The grantee will seek donors and sponsors for a number of charitable projects and events. The above activities are expected to contribute significantly to the development of diverse local funding sources for quality projects addressing community needs.

School of Television Skills under the Leadership of Pozner

\$35,000

Russia (Arkhangelsk Oblast, Karelian Republic, Murmansk Oblast, Belgorod Oblast)

To raise the financial sustainability of independent regional television stations located in Russia's Northern regions by improving the skills of local professionals, improving local programming, and thus raising the stations' ratings. The project envisions an intensive training course for regional television journalists, that will be conducted by top

Russian television professionals and will include an internship with the most notable television programs produced by the country main stations.

NGO Third Sector

\$11,510

Russia (Samara Oblast)

To support community development in the city of Togliatti. Currently local NGOs and territorial self-governing organizations (TSGOs) do not cooperate, and do not have skills to attract existing local resources and implement projects. As a result, they cannot solve citizens' problems effectively. The grant will address this problem by selecting ten active NGOs and TSGOs and uniting them in partnerships. These organizations will be trained on teamwork, project development and fundraising. The best-developed projects will be supported financially by the Togliatti community foundation. The grant will lead to consolidating grass root organizations in the city.

Saratov Public Communications Center

\$28,380

Russia (Saratov Oblast)

To promote "social partnership" in the city of Saratov between business, NGOs, media and local government, by generating and implementing productive and innovative ideas that aid both private business and civil society. With the participation of local businesses, NGOs and media, the grant will generate twenty joint projects and train thirty public relations specialists, who will conduct a competition to identify ten promising local community projects. Under the grant the city's first social PR school will begin functioning.

Northern Caucasus Resource Center

\$33,320

Russia (Stavropol Krai)

To support NGO financial sustainability by disseminating information about and improving the practice of charitable giving in five Russian regions. The project will evaluate best practices that conform to Russian law. Twenty NGOs from five regions will be trained, and receive 270 consultations leading to the implementation of twenty events designed to attract private donations. This project will produce ten proposals designed to encourage private donations in the regions, which will then be submitted to donors. The best practices will be summarized at an interregional round table and distributed among five hundred NGOs in these five regions.

Penza Oblast Union of the Entrepreneurs

\$31,490

Russia (Penza Oblast)

The project will improve the business environment for entrepreneurs, and reduce the legal and regulatory barriers inhibiting the development of small business in Penza Oblast. The project will provide small businesses with access to legal services and information, help them to defend their civil rights against abuses of local government agencies, and unite private entrepreneurs in a professional association, a union of entrepreneurs. The grantees will work to change the attitudes of small businessmen about their rights in a civil society.

Svetoch Association of Refugees and Forced Migrants

\$18,110

Russia (Penza Oblast)

To increase the quality of services offered by human rights NGOs in the Penza oblast through training programs designed to educate social advocates in Russian and International law. This project will be based on a social

advocate training program developed by ABA/CEELI. Social advocates will improve their skills and practical experience in human rights protection, increase the effectiveness of NGO services in the Penza community, and provide citizens with better access to legal advice.

NGO Volga Regional Women's Association

\$28,815

Russia (Samara Oblast)

To stimulate volunteerism in the Samara oblast through the creation of a center for volunteers in Samara. The center will attract and train volunteers to work in twenty of the best NGO and public service offices in the Samara oblast. The volunteer center will help shape positive public opinion about volunteerism. The grant will encourage the creation of volunteer centers in other Volga region cities by disseminating information on best practices among NGOs.

Saratov State University

\$8,065

Russia (Saratov Oblast)

To increase collaboration between Saratov Eurasia Foundation grantees for the purpose of solving local problems. The efforts, analyses, and recommendations of this collaboration will result in the development of a network of socially active institutions and citizens.

NGO Support Center

\$9,278

Russia

To promote the formation of professional community of evaluators in Russia by creation of Internet-based information resource. An interactive web-site will include a data base on evaluation experts, an open forum for the members of the Network of Program Evaluation, as well as it will include information on upcoming events in the related fields. The PR campaign for the new resource will be conducted.

Center of Public Television

\$34,818

Russia (Arkhangelsk Oblast, Murmansk Oblast, Novgorod Oblast, Pskov Oblast)

To support the development of independent regional television stations by facilitating the creation of a regular inter-regional TV news and information program. Independent television companies from six regions will cooperate in production of the program, and will be able to increase their revenue through sale of advertising time during its broadcast. A series of training seminars will also be held for journalists and business managers of the participating companies.

Togliatti Fund

\$32,048

Russia (Kaluga Oblast, Novosibirsk Oblast, Samara Oblast, Krasnodar Krai, Moscow City, Novgorod Oblast, Perm Oblast, Tyumen Oblast, Vladimir Oblast)

To support the development of a more efficient mechanism for delivering social services. A methodology for evaluating the activities of community foundations will be developed. Experts drawn from the business community, city administration, and local NGOs will be trained and will evaluate the effectiveness of 41 projects implemented by grantees of the Togliatti Community Foundation. Representatives of other Russian community foundations will be trained on how the results of the evaluations can be used to improve the effectiveness of their work.

Regional Fund for Social and Economic Programs Development

\$30,343

Russia (Omsk Oblast)

To improve the quality of residential and communal services and increase the transparency and effectiveness of municipal enterprises involved in delivering such services by reforming the method currently used to set tariffs on services, and creating conditions favorable to public regulation of the tariffs. City legislation will be developed setting out principles and procedures for pricing residential and communal services and establishing monitoring procedures and quality standards for these services. A monitoring mechanism will be tested on a pilot group of enterprises. Seminars and consultations will be provided to increase the qualifications of employees of communal enterprises and leaders of citizen organizations. Public hearings will be held to obtain public feedback on proposals for reviewing tariffs.

Association of Mining Cities

\$33,297

Russia (Chelyabinsk Oblast)

To foster greater public involvement in local self-government by bringing together citizens and members of various interested groups to create a concept paper for a municipal development plan. An informational campaign and a series of public meetings will be held to encourage active participation of residents, entrepreneurs, and local officials in discussions on the development plan. Entrepreneurs will develop investment projects and submit them to a competition for financial support from the federal government. Mechanisms for increasing the transparency of budget spending and the use of federal funds to support local programs will be developed.

Social Partnership Center

\$30,207

Russia (Yaroslavl Oblast)

To increase transparency in the use of public funds. Leaders of NGOs, elected officials, and government administrators will be trained on budget analysis and procedures for conducting public hearings. Public hearings on the 2002 budgets will be conducted in 7 districts of the Oblast. To ensure citizen participation in forming and implementing local budgets, amendments to budgetary legislation will be developed, discussed, and introduced. The progress of the project will be covered by local mass media.

Anti-Corruption Open Competition

Within the framework of the Corruption Prevention Program funded through a special grant from USAID, the Eurasia Foundation Central Russia and Siberia Regional Office and Russian Far East Regional Office will conduct the fourth small grants competition to support citizen initiatives aimed at reducing corruption. Projects supported will aim at increasing citizen participation in local government; strengthening the role of journalists in anti-corruption efforts; increasing public access to information on local budgets and broader public participation in budget formation, discussion and oversight; and adopting and implementing professional codes of ethics among public officials, businesspeople, journalists, and teachers.

Tuimaada Sanata Newspaper Editorial Office

\$18,000

Russia (Sakha (Yakutia) Republic)

To empower journalists to initiate corruption prevention activities in the region. The grantee, a bilingual Yakut-Russian-language newspaper, will hold a series of roundtable meetings of journalists, NGOs, and governmental officials devoted to the discussion of possibilities for public participation in law-making and budget processes. The project team will also conduct an educational program for local media on journalistic legal issues and journalist ethics. This will allow the media to more knowledgeably and professionally cover the activities and decisions of local authorities.

Corruption Prevention Small Grants Program

Under a special grant from USAID, the Eurasia Foundation Central Russia and Siberia Regional Office and Russian Far East Regional Office conducted a competition in their regions for projects to support citizen initiatives aimed at reducing corruption. The program supports grassroots citizen initiatives aimed at improving public-private partnership on local levels, strengthening public oversight mechanisms, and improving the efficiency and transparency of local governments.

Chita Regional Center for Public Initiatives Support

\$17,996

Russia (Chita Oblast)

To build on the success of a previous grant by establishing a public anticorruption center to promote transparency of the legislative process. Local legislators, journalists, lawyers, businesspeople, and NGO representatives will jointly analyze and develop recommendations for ten draft laws on the regional budget and other topics. They will also help draft a bill broadening citizens' access to public information. The project will organize media coverage of these activities and will initiate an Internet discussion club. In this way, the grantee will help make citizens more proactive in the lawmaking process.

NGO Resource Centers in Russia, Phase 3

The Charles Stewart Mott Foundation, the Ford Foundation, and the Eurasia Foundation awarded grants to support indigenous philanthropy and community-based initiatives through resource center efforts to build social partnership for marshalling local resources to meet local needs. In the third year of the program resource centers will work on legal and regulatory issues affecting philanthropy; promote practical models of philanthropic support to community organizations and programs; as well as provide assistance to other civic organizations in improving their financial and institutional development.

Firn Club

\$17,991

Russia (Buryat Republic)

To develop cooperation among government, businesses, and NGOs. The project will publish a catalogue of non-profit projects and host an exhibition to present them to potential donors. A grant competition to support youth NGOs operating in the rural districts will serve as a model for the transparent distribution of funds. Businessmen, government officials and NGO leaders will help judge and monitor the winning projects. The goal is to involve more organizations and local resources in implementing socially important programs.

Gradosphera Foundation

\$18,000

Russia (Sakha (Yakutia) Republic)

To stimulate the development of local philanthropy in the region. The grantee will involve NGOs, government officials, journalists, philanthropists, and beneficiaries in the discussion of draft laws and decrees on charitable activities and the role of trustees. In addition, the project team will organize presentations of non-profit projects to attract donors and will provide training and consultations on fundraising for NGOs. The goal is to encourage cooperation among government, business and non-profits by reducing legal obstacles to philanthropic activities.

Sakhalin Initiatives Autonomous Noncommercial Organization

\$18,000

Russia (Sakhalin Oblast)

To provide legal guarantees for allocating and distributing municipal budget funds for competitive funding of social projects by NGOs. In partnership with local journalists, the project will facilitate an exchange of information between the business community, local authorities and NGOs to objectively promote the worthiest projects, most professional implementers (NGOs) and most active donors. The grantee will also stimulate discussion among these groups about municipal grant regulations and of the Sakhalin regional law "On philanthropy". The project will contribute to the development of local funding sources, as well as to community involvement in solving social problems.

Eige Sakha Republic Ecological Educational Center

\$18,000

Russia (Sakha (Yakutia) Republic)

To develop local philanthropy by encouraging partnerships between NGOs, businesses, and local authorities. The project will produce several charitable activities and events in order to attract donors to finance a number of non-

profit projects. Roundtable discussions and a conference for government officials, NGO leaders, and entrepreneurs will result in the creation of a Cross-Sector Commission to influence legislation pertaining to charity and philanthropy. The project is aimed at increasing the number of organizations and local resources participating in the development of local communities.

Altai Young Journalists

\$24,844

Russia (Altai Krai)

To promote private giving and local philanthropy that addresses community needs. Grantmaking and evaluation procedures will be developed, and a Barnaul-based corporation will finance several social projects selected through a grant competition. In total, 60,000 - 100,000 rubles in grants will be awarded. Along with the competition, a campaign will be conducted to raise private donations. The results of both events will be made available in a series of publications and on the Internet.

Ural Support Center for Non-Governmental Organizations

\$23,173

Russia (Perm Oblast)

To foster mechanisms that will mobilize local resources to support community development by designing models of financing social projects on a competitive basis with funds from the private sector, the local administration and private contributions in small cities of the Perm oblast. The grantee will conduct consultations, seminars and trainings, will develop the necessary legal documents, and will conduct the first competitions in the region according to the models developed. Project results will be published and distributed throughout Perm and the Perm oblast.

DANKO Vladimir Regional Public Organization

\$24,156

Russia (Vladimir Oblast)

To foster mechanisms that will mobilize local resources to address community development issues by implementing municipal social grantmaking in small cities of Vladimirskaya Oblast, and soliciting support from local businesses of projects that address pressing social problems. Project implementers will also work to increase the role of NGO governance bodies, such as boards of trustees, to increase the sustainability of local NGOs and the effectiveness of their projects. A brochure and other informational materials covering the methodology and results of the project will be published and distributed among various sectors of the community.

Program to Support Emerging Community Leaders in Russia

The C.S. Mott Foundation, Ford Foundation, Open Society Institute, and the Eurasia Foundation awarded grants for the second year of a program to support civic organizations that have demonstrated leadership and innovation in the following areas: fostering cross-sectoral collaboration in their communities or issue areas; promoting sustainable financial and institutional development strategies and practices by providing assistance to other civic organizations and disseminating best practices; and working with other civic organizations in improving the legal enabling environment for the non-profit sector in Russia.

POLIS-3 CONSULTING

\$34,994

Russia (Moscow City)

To increase cooperation and the exchange of best practices among Russian and Eastern European NGO resource centers whose mission is assisting NGOs increase their effectiveness and the sustainability of their operations. A conference will be held for leaders of NGO resource centers to present and discuss best practices in implementing social partnership projects in their countries. The financial mechanisms that provide an economic basis for the activities of NGOs will also be analyzed at the conference, as will the range of services needed for further NGO development. Participants will benefit from direct interaction with each other and will have the opportunity to develop joint projects. Conference proceedings will be published and distributed among resource centers both in Russia and through the Orpheus Network in Eastern Europe (electronic version will be published in the Internet).

The Northwest Russia Small Grants Initiative

The Eurasia Foundation's Moscow Regional Office administers a joint Norwegian-American small grants program in support of the development of democratic civil society and private enterprise in Northwest Russia. The program is co-funded by the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat. Its geographic focus includes the Leningrad, Murmansk, and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, and the Republic of Karelia.

Institute of Public and Humanitarian Initiatives

\$25,943

Russia (Arkhangelsk Oblast)

To promote local self-government in remote villages of Arkhangelsk Oblast. Specialized trainings on institutional development and project planning will be held for leaders of local initiatives. Local leaders, representatives of

local governments, and journalists will discuss the priorities for community development at a series of round tables. Joint action plans on implementation of selected initiatives will be developed. A small grants competition will be conducted to support 4-5 local initiatives. The progress of the project will be covered by local media and at the Oblast administration's Internet site.

2.2 Improved Legal Systems

Open Door Grants

Saratov State Law Academy

\$21,238

Russia (Saratov Oblast)

To improve the lawmaking performance of civil servants in Southern Russia. During the project grantees will develop a regional lawmaking course, create a legal clinic, publish training materials, and conduct seminars and a conference. Students will be trained in regional lawmaking at the legal institute, and in regional executive and legislative bodies. As a result of the grant, students will improve their practical skills and knowledge of lawmaking and will get an opportunity to work in regional executive and legislative bodies.

Amur Regional Branch of the Russian Youth Union of Lawyers

\$31,066

Russia (Amur Oblast)

To improve the law-making process through the creation of a center for public discussion of social and economic issues and new laws in Amur Oblast. The project will include training for local non-governmental organizations, citizens and businesspeople on legislative and decision-making procedures, public opinion sampling on issues important for the region, and discussions of four draft laws. These activities are designed to enhance the quality of new legal documents and the overall efficiency of the regional legislative body.

Glasnost Defense Foundation

\$33,133

Russia (Sverdlovsk Oblast, Tatarstan Republic, Moscow City, Saint Petersburg City, Omsk Oblast)

To support media development by providing the media market with qualified specialists knowledgeable in the area of legislation regulating media. The project envisions the development of a university-level course for future media lawyers that will be incorporated, upon approval, into the curriculum of Russian State Humanitarian University. In addition, the course will be promoted among other institutions with the hopes of including it as a major of study in the state university system as a whole.

Volgograd Chamber of Trade and Commerce**\$22,915****Russia (Volgograd Oblast)**

Building upon the Eurasia Foundation's successful implementation of an alternative dispute resolution program in Russia, this project will promote the advantages of alternative dispute resolution in a new region, among Volgograd businessmen, and help them to resolve commercial disputes through mediation and arbitration. The project will establish an effective settlement mechanism for private business, which will improve the viability of private businesses in Volgograd.

Volgograd Center for Mass Media Rights Protection**\$28,980****Russia (Volgograd Oblast)**

To support civil rights protection of journalists and editors in the Volgograd Oblast. This project will provide journalists and editors with legal consultation and representation in the area of mass media rights. Seminars will be conducted to educate media workers and judges on mass media rights. In addition, the implementers will publish a monthly bulletin on current judicial practices related to mass media rights protection. The project aims to help normalize the adverse media situation in Volgograd Oblast.

Constellation-2000, Saratov Regional Public Fund**\$23,650****Russia (Saratov Oblast)**

To attract local resources for the civic initiatives of NGOs and self-governing organizations (TOSi) in the city of Saratov by helping to develop and introduce a system of municipal grant competitions. Thirty NGOs and TOSi will receive training in management, marketing, fundraising and project development, and will receive over 100 individual consultations, training sessions and specialized educational materials. These civic organizations will prepare thirty projects and, working together with the local government, will elaborate procedures for the conducting of an impartial municipal grant competition, under which the five best projects will be chosen for realization with funding from the municipal budget.

Russian Fund for Assistance to Court Reform**\$32,850****Russia**

To advance the use of justices of the peace. (Justices of the peace sit on lower-level Russian courts and make decisions on minor civil and criminal cases, and increased use of justices of the peace will allow higher courts to reduce their case load and increase their effectiveness). Justices of the peace, judges, representatives of the Supreme Court and the Ministry of Justice, and experts in court reform will meet for a round table to summarize court practices of justices of the peace, and identify key problems in administration of justice by justices of the peace. To address these problems, a handbook describing the legal framework and practices of justices of the peace will be developed, published and distributed to justices of the peace, judges, professors and students of law schools. The book will include federal legislation regulating court procedures for justices of the peace, expert comments on law enforcement practices for cases under the jurisdiction of justices of the peace, recommendations on improving enforcement, and relevant court precedents. The project team will monitor the effectiveness of the project implementation in three pilot regions.

Northwest Union for Development of Housing and Communal Branch

\$32,878

Russia (Leningrad Oblast, St. Petersburg City)

To improve the quality of communal and housing services and the effectiveness of enterprises working in this sphere by concluding multilateral agreements among organizations representing providers of such services, consumers, and associations of municipalities. An agreement on tariff regulation, developed in the course of the project, will establish a mechanism for coordinating the interests of providers of communal and housing services and consumers. A second agreement will regulate the organization and financing of training. A third agreement on alternative dispute resolution will introduce a more effective method of resolving conflicts between parties involved in providing communal and housing services. Finally, the project team will develop a mechanism for ensuring implementation of the signed agreements.

Court Reporters Guild

\$34,859

Russia

To increase transparency of the court system by facilitating information exchange among courts and related structures, NGOs, and the media. A new Internet portal will be created to provide free access to a forum on different aspects of court reform, a database of court decisions, and a list of web sites related to the court system. The portal will also include special resources for the media and court-related press services. For regional courts, programming for creating their own mini-sites and site hosting will be available on the portal.

Anti-Corruption Open Competition

Within the framework of the Corruption Prevention Program funded through a special grant from USAID, the Eurasia Foundation Central Russia and Siberia Regional Office and the Russian Far East Regional Office will conduct the fourth small grants competition to support citizen initiatives aimed at reducing corruption. Projects supported will aim at increasing citizen participation in local government; strengthening the role of journalists in anti-corruption efforts; increasing public access to information on local budgets and broader public participation in budget formation, discussion, and oversight; and adopting and implementing professional codes of ethics among public officials, businesspeople, journalists, and teachers.

Institute of Psychology, Business, Political Science and Law

\$17,956

Russia (Amur Oblast, Jewish Autonomous Oblast, Khabarovsk Krai, Primorsky Krai, Sakhalin Oblast)

To use the rule of law as a tool to prevent corruption in the management of state and municipal resources. The grantee will examine existing legal norms concerning the allocation of local resources in order to determine the ways in which they are corruption-prone. The project will also develop anti-corruption measures to be incorporated into legal documents. Local and regional legislators, business people, and NGOs of several Russian Far East regions will discuss the results. These guidelines and suggestions are expected to help strengthen public control over local governments in regions.

Corruption Prevention Small Grants Program

Under a special grant from USAID, the Eurasia Foundation Central Russia and Siberia Regional Office and Russian Far East Regional Office conducted a competition in their regions for projects to support citizen initiatives aimed at reducing corruption. The program supports grassroots citizen initiatives aimed at improving public-private partnership on local levels, strengthening public oversight mechanisms, and improving the efficiency and transparency of local governments.

Intertrust, Ltd.

\$17,774

Russia (Sakhalin Oblast)

To improve the Sakhalin investment and business climate including greater openness in local enterprises. Modern, ethical norms of business conduct and improved standards of management and operation will be promoted. The grantee will organize a discussion of the Draft Business Ethics Code developed by the Russian Chamber of Commerce, in the mass media, on a Web page and at six roundtable discussions. The final document will be published and distributed among the target audience. The project activity will help Sakhalin entrepreneurs develop an ethics code and procedures to monitor adherence to the Code and will be viewed as a first step towards a productive and more open dialogue with the local authorities.

Yuzhno-Sakhalinsk Taxpayers' Rights Protection Union

\$17,177

Russia (Sakhalin Oblast)

To develop control mechanisms to make civil servants act more responsibly and professionally. Following an expert analysis of practices in Moscow and St. Petersburg, the grantee will organize a public watch-dog center that will lead a discussion in the Sakhalin mass media to highlight the shortcomings of existing regulations, followed by a series of roundtable discussions. The above activity will result in amendments to the Codes of Municipal and State Service in Sakhalin Oblast. A regional law designed to protect citizens' civil rights, "On the Institute of Ombudsman", will also be drafted.

2.3 More Accountable Local Government

Open Door Grants

All-Russia Scientific Research Institute for Computer and Informatization Issues

\$30,894

Russia (Moscow Oblast, Novgorod Oblast, Yaroslavl Oblast, Moscow City)

To increase the effectiveness of local governments and promote their transparency. The project team, together with local experts, will analyze federal and local legislation on gathering, processing and distributing information related to municipal management. Gaps in legislation hampering development of municipal information systems will be identified. Public debate on improving relevant legislation will be conducted in specialized media outlets, through the Internet, and at a conference bringing together experts, legislators and local specialists. Based on these activities, a draft federal law on information policy for local governments will be developed and submitted to the State Duma of the Russian Federation.

All-Russia Center of Municipal Information

\$35,000

Russia (Moscow Oblast, Vladimir Oblast, Ivanovo Oblast, Novgorod Oblast, Kaliningrad Oblast)

To increase the effectiveness of local self-governments. A model municipal information system will be developed and introduced in five pilot municipalities. Municipal employees will attend training sessions on information technologies used in local government management. Discussions on the optimization of municipal information systems will be conducted through an Internet site. The results of the introduction of a model information system will be discussed at the closing conference in Moscow.

Property Committee of the Arzamas City Administration

\$26,353

Russia (Nizhny Novgorod Oblast)

To increase the validity and transparency of local government decision-making. An Internet-based municipal information system will be developed and introduced. The system will streamline the information flow within administration and provide the public with access to information on the local self-government programs and activities, organizational and cadre structure, procedures for applying for social welfare etc. Two public Internet-access points will be created.

University of Pittsburgh

\$141,444

Russia

In support of an in-depth survey and analysis by the Graduate School of Public and International Affairs of the University of Pittsburgh in conjunction with the Institute of Urban Economics (Moscow) of local government reform and public administration graduate and in-service training capacity in three Russian cities. The purpose of this survey is to understand what new demands on local governments have arisen in the course of implementing reform and the extent to which local training capacity is able to meet those demands. The study's findings and recommendations as to how to improve local training programs for municipal civil servants will be widely disseminated through the Institute of Urban Economics' existing network of local government partners.

Zalog Territorial Self-government Organ**\$31,926****Russia (Sakha (Yakutia) Republic)**

To stimulate public interest in local decision-making through participation in co-owners' associations. Project specialists will inform the general public about the methods and advantages of organizing people locally; will draft legal documents pertaining to co-ops; and will present educational seminars and consultations for activists of such organizations. This will reduce regulatory obstacles to the development of co-owners' associations and will increase their effectiveness.

JAO Regional Branch of All-Russia NGO Municipal Academy**\$27,357****Russia (Jewish Autonomous Oblast)**

To encourage public participation in local decision-making through the development of territorial self-government organizations (TOS). The project team will conduct an information campaign about the methods and advantages of organizing people locally; will present free seminars and consultations for TOS leaders and activists; and will involve them in the discussion of draft model legal documents regulating TOS practices. These activities will reduce regulatory barriers to self-government development and increase the effectiveness of existing TOS organizations.

Comprehensive School of the Khabarovsk Krai Administration Housing Department**\$33,596****Russia (Khabarovsk Krai)**

To enable public participation in local decision-making through the development of territorial self-government organizations (TOS). The project will include a study of national and regional legislation that regulates TOS implementation, and development of models for further incorporation into charters of administrative units of the region. It will also provide training and consultations for citizens and government officials. These activities are expected to reduce regulatory barriers to TOS development and to increase the effectiveness of TOS organizations.

Far Eastern Legal Resources**\$30,811****Russia (Khabarovsk Krai)**

To develop an innovative Russian public management model emphasizing responsiveness to citizens' needs. The grantee will offer seminars and a conference focused on the successful public management practices of organizations and grantees in different regions, including the streamlining of administrative functions and cooperation with local communities. The project will bring together public management experts, representatives of think-tanks, and members of local governing bodies in developing a new model which will be tested on several local municipalities.

State Educational Center of the Buryat Republic Housing Committee**\$34,926****Russia (Buryat Republic)**

To involve citizens in local community development by encouraging the creation of territorial self-government organizations (TOS). The project team will offer seminars on the legal, economic, organizational and start-up issues involved in the creation and management of TOS. The grantee will also assist other types of local organizations, such as co-owners associations, housing committees and NGOs, in influencing current regional legisla-

tion. This project is aimed at reducing regulatory obstacles to the development of TOS organizations and increasing their effectiveness.

Amurnet Far Eastern Project Management Association

\$20,954

Russia (Amur Oblast)

To increase the effectiveness of territorial self-governing organs (TOS in Russian) in Blagoveschensk. These organizations will participate in seminars on project management and TOS operations; develop projects to compete for grants from the Community Fund Soglasie (Concord), created in a previous grant; and discuss new and existing regional/local TOS legislation. This project is aimed at reducing regulatory obstacles to the development of TOS organizations, and increasing citizens' involvement in solving local community problems.

Administration of Municipal Territory Noglikskiy District of Sakhalin Oblast

\$30,745

Russia (Sakhalin Oblast)

To make local government more effective by focusing on the needs of the community. The experience of Eurasia Foundation's grantees from Khabarovsk, Birobidjan, and Ulan-Ude will contribute to an extensive educational campaign highlighting the possibilities and benefits of territorial self-government organs (TOS). Project activities will include development of TOS models adapted to the specific conditions of national minorities; development of a legal basis for TOS operations, and assistance in creating self-government organizations. This previous grantee aims to promote active community involvement in solving territorial problems.

Civic Initiatives Non-Commercial Partnership

\$22,775

Russia (Khabarovsk Krai)

To create and test a model that enables non-governmental organizations (NGOs) to play a role in the development and implementation of municipal social policies. The project involves NGOs in the discussion of legal documents on ways to competitively distribute local financial resources. Nonprofits will also participate in the municipal grant competition "The Fair of Social Projects". These activities will increase access by NGOs to local resources, and will incorporate them in the process of creating relevant social programs and policies.

Southern Regional Resource Center

\$27,555

Russia (Krasnodar Krai, Rostov Oblast)

To support transparency and accountability of the local governments in three cities in southern Russia. Currently, citizens do not participate in the budget process. As a result, local governments do not solve public problems effectively. Under the grant, the leading NGOs will study how to participate in the governmental budget process, and non-government experts will be trained in budget analysis. NGOs and experts will conduct independent analysis of municipal budgets and present the results to the public. NGOs and the municipal governments will conduct public hearings of the current and next year budgets to allow for public interest and input. The results of the grant will be encapsulated and presented to NGOs from other Russian regions. The grant will lead to the creation of coalitions of NGOs in three cities in southern Russia.

Novosibirsk Press-Club**\$34,970****Russia (Novosibirsk Oblast)**

To create a mechanism for increasing the accountability of local government on policies pertaining to SME development in the region. Monthly press conferences and round tables will be held with wide participation of representatives of local small business and organizations, that support SME development, local officials and representatives of mass media. These participants will form a working group to develop changes and amendments to local legislation, regulating SME development. The project will lead to wide open coverage of decision-making on small business issues, thus further promoting accountability of local government.

Administration of City of Rzhev**\$27,146****Russia (Tver Oblast)**

To increase the effectiveness of local government through increasing the role of businesses and NGOs in decision-making related to local development. The project team consisting of local administrators and independent consultants will conduct a series of roundtables for citizens of five rural districts. The roundtables will cover strategic planning, territorial marketing, and methods of citizen participation. A strategic plan for economic and social development will be jointly designed by the project team and citizens. Project activities will be complemented by the simultaneous development of a methodology of economic cooperation for rural districts (funds for these activities will be provided by the Ministry on Federation Affairs, Nationalities and Migration Policy). The project team, together with other key institutions, will establish a Territorial Marketing Center for Social and Economic Development to assure implementation of the strategic plan developed by the project. Project implementation will be covered by the city administration's Internet site.

Leontiev Center, International Center for Social & Economic Research**\$16,177****Russia (Krasnoyarsk Krai, St. Petersburg City)**

To increase the effectiveness of strategic planning in municipal management. The project team will develop an evaluation methodology to assess the effectiveness of strategic plans developed by local administrators in cooperation with local community groups. In addition, a study will be conducted in 50 regions of Russia to determine which cities use a strategic planning approach in municipal management. The study will also collect information on the forms and techniques of strategic planning being used by municipalities, and the availability of informational resources and training programs on strategic planning. The study will be posted on a web-site on strategic planning, which was established by a previous EF grant. The next stage the project will include conducting a sector-wide evaluation of the effectiveness of the strategic planning approach in municipal management.

INTERSTUDIO Institute of Innovative Programs for Increasing Qualifications for Cultural Workers**\$2,973****Russia (Moscow City, St. Petersburg City)**

To reduce pressure on municipal budgets by developing partnerships among small businesses and cultural organizations. Project participants, including legal experts, economists, representatives of local government, small business, and cultural institutions, will work together to develop a model for a multi-faceted, revenue-generating cultural center. A charter and business plan will be created for a St. Petersburg theater that will serve as the basis for a pilot cultural center. These documents and the experience gained during the project will be disseminated to other interested municipalities and cultural institutions across Russia.

Novokuznetsk Branch of Kemerovo State University**\$29,514****Russia (Kemerovo Oblast)**

To increase the effectiveness of municipal self-government by training municipal officials and introducing new methods of municipal management. Nearly 60 officials will take part in seminars, where they will develop projects to reform various aspects of the municipal economy and municipal management. Projects will be designed with the assistance of experts and trainers, discussed during a conference, and then introduced in municipalities. Evaluation of the projects will be carried out according to fixed indicators.

Aerokosmos, Joint Stock Company**\$34,900****Russia (Chelyabinsk Oblast)**

To increase the effectiveness of municipal management through improving information support to the local government and broadening public access to information on city programs. Basic elements of a municipal information system will be developed and introduced. Municipal employees will be trained on using information technologies in municipal management. Citizen access to information on local government will be ensured by creating a city Web site and opening a public Internet access point.

Center Transparency International - Russia**\$33,293****Russia (Kaliningrad Oblast)**

To increase the transparency of local government by insuring greater public access to government information. Using the results of a sociological survey and a series of discussions involving residents, lawmakers, and experts, the project team will develop a draft law on public access to information, and present it to the local Duma for consideration.

Leontiev Center, International Center for Social & Economic Research**\$29,993****Russia (Krasnoyarsk Krai, St. Petersburg City)**

To increase the effectiveness of community-based strategic planning. The project team will conduct a sector-wide evaluation to assess the effectiveness of the strategic planning approaches being used by twenty municipalities. The evaluation will also help to identify best practices in developing, discussing, and implementing strategic plans. Based on the findings of the evaluation, the project team will develop and distribute recommendations to municipal employees on increasing the effectiveness of strategic planning, and develop recommendations for training and consulting groups on developing informational resources and training programs on strategic planning. Consultations will be provided to municipal employees and community groups through a web-site on strategic planning which was established by a previous Eurasia Foundation grant.

Anti-Corruption Closed Competition

Within the framework of the Corruption Prevention Program funded through a special grant from USAID, the Eurasia Foundation Central Russia and Siberia Regional Office and Russian Far East Regional Office will conduct the third small-grants competition for projects aimed at improving the effectiveness of community-based anti-corruption initiatives. Projects supported will focus on broadening or deepening the scope of activities undertaken during the previous phase of the program and replicating or disseminating best practices or models of anti-corruption initiatives in other regions.

East-Siberian Department of Union of Cinematographers of Russia

\$18,339

Russia (Chita Oblast, Sverdlovsk Oblast, Irkutsk Oblast, Kaluga Oblast, Khabarovsk Krai, Krasnoyarsk Krai, Moscow City, Perm Oblast, Primorsky Krai, St. Petersburg City)

To spread the methodology developed and experience gained during implementation of projects supported by the Eurasia Foundation in the Corruption Prevention Program. The project will develop a series of eight television programs, which will publicize 20 EF-supported anti-corruption initiatives. The series will be aired by Irkutsk municipal and regional television companies, Irkutsk cable television network, and shown to university students and other audiences. Cassettes with the programs will be made available to all participants of the previous and current rounds of the Eurasia Foundation Corruption Prevention Program and distributed among NGO support centers and international organizations implementing rule-of-law projects in Russia.

St. Petersburg Humanitarian and Political Center, Strategy

\$20,679.24

Russia (Leningrad Oblast, St. Petersburg City)

To spread the methodology developed and experience gained during implementation of projects supported by the Eurasia Foundation in the Corruption Prevention Program. The goal of the project is to increase transparency of the municipal decision-making process and to prevent corrupt practices within local government through wider participation of representatives of the local community in the development and implementation of social programs. Three working groups consisting of NGO leaders, municipal administration representatives, City Council deputies, and journalists from local mass media will develop a package of normative acts on citizens' participation in the decision-making process. These documents will be discussed at public hearings and submitted to the City Council. The project will be covered in the local media and on a Web site.

Sib-Info-Center Non-commercial Partnership

\$17,960

Russia (Novosibirsk Oblast)

To spread the methodology developed and experience gained during implementation of projects supported by the Eurasia Foundation in the Corruption Prevention Program. The goal of the project is to enhance transparency of the municipal budget process and prevent corrupt practices during budget formation through wider participation of representatives of the local community in development of the municipal budget. A training seminar on municipal budgeting will be conducted for target groups of citizens. A package of draft amendments to existing laws

regulating citizens' oversight of the budgeting process will be developed and submitted to the City Council. In addition, a package of new draft laws designed to prevent corrupt practices and enhance transparency of local self-government will be developed, discussed at public hearings and submitted to the City Council. The progress of the project will be covered in the local mass media and on a Web site.

Krasnoyarsk City Administration

\$16,763

Russia (Krasnoyarsk Krai)

To spread the methodology developed and experience gained during implementation of projects supported by the Eurasia Foundation in the Corruption Prevention Program. The goal of this project is to increase transparency of municipal management and facilitate prevention of corrupt practices throughout the entire region by promoting wider participation of community members in the development of social programs and the decision-making process. Regional seminars on transparent mechanisms of bidding out public funds and citizen involvement in decision-making will be conducted for municipal employees. The project team will develop draft laws regulating public participation in decision-making processes. These laws will be publicly discussed and they will then be submitted to the City Council of Krasnoyarsk. The project will be covered in the local media and on a Web site.

Anti-Corruption Open Competition

Within the framework of the Corruption Prevention Program funded through a special grant from USAID, the Eurasia Foundation Central Russia and Siberia Regional Office and Russian Far East Regional Office will conduct the fourth small grants competition to support citizen initiatives aimed at reducing corruption. Projects supported will aim to increase citizen participation in local government; strengthen the role of journalists in anti-corruption efforts; increase public access to information on local budgets and broader public participation in budget formation, discussion, and oversight; and adopt and implement professional codes of ethics among public officials, businesspeople, journalists, and teachers.

Obninsk City Fund for Scientific, Technical, Innovative and Creative Activity of Youth

\$17,992.88

Russia (Kaluga Oblast)

To foster wider public participation in development of municipal budgets, as well as enhance transparency of the municipal budget process and prevent corrupt practices during budget formation. Seminars for officials, representatives of NGOs, youth, and local journalists will provide training on the basics of municipal budgeting. A draft municipal law regulating public hearings on draft municipal budgets will be developed and submitted to the municipal council for review and deliberation. The progress of the project will be regularly covered in the local media.

Buryatia State University**\$17,996****Russia (Buryat Republic)**

To increase the effectiveness and transparency of local governments in the region. The grantee will develop an educational program jointly with Moscow experts on professional ethics and corruption prevention methods for civil servants. Activities will include a series of seminars, business games, and round-table discussion. This program will benefit not only authorities, but also the public they serve: NGO representatives, journalists, and students. The goal is to stimulate introduction of standard ethical practices by municipal organs in their interactions with the general public.

Center for Socio-Economic Expertise**\$17,981****Russia (Nizhny Novgorod Oblast)**

In support of civil initiatives to prevent corruption and facilitate development of conditions minimizing corrupt practices within regional and municipal management structures. Legislation and administrative practices in oblasts of the Privolzhsky Federal District will be analyzed to identify inconsistencies and loopholes providing opportunities for corruption. A task force will analyze the topic and develop a framework document that could serve as the basis for a district-wide anti-corruption program. Based on results of the task force research recommendations will be developed and presented together with the framework document to the Presidential Representative in the PFD to facilitate the development of an anti-corruption program in the district, including amendment of current legislation to minimize opportunities for corruption.

Trade Union of Journalists of Russia**\$17,945****Russia (Bryansk Oblast, Kursk Oblast, Orel Oblast)**

To support efforts to raise the professionalism of regional journalists working in investigative journalism. A training session will be held to teach journalists how to better conduct investigations. Participating journalists will compete in a contest for the best investigative story. Consultations will be provided to these journalists throughout the project period. Representatives of the journalist community, NGO leaders and entrepreneurs will meet at the end of the project to assess project results. The meeting will result in development of an analytical document on barriers to investigative journalism and on possible remedies, which will be disseminated through the grantee's distribution network. Teaching aids and all project materials will be published and distributed among regional divisions of the RF Trade Union of Journalists and independent media.

Baikal-LINK, International Center of Distant Learning**\$17,998****Russia (Irkutsk Oblast)**

To decrease corruption in state-owned enterprises and organizations by enhancing the transparency of their activities and broadening public participation in overseeing the use of state property and expenditure of state funds. Top managers of 45 state organizations and enterprises of Irkutsk will be trained on how to report to taxpayers on the use of state property and expenditure of state funds by their respective organizations. Upon completion of the training these organizations will develop reports for taxpayers and present them for public scrutiny. A method for assessing the effectiveness of the use of state property and state funds by state-owned

organizations will be developed. Draft laws "On state enterprises' reporting to taxpayers on utilization of state property and funds" and "On public participation in the formation and execution of the Irkutsk regional budget" will be developed, publicly discussed, and presented to the regional State Property Management Committee and the regional Finance Committee for review.

Tver Association of Non-profit Organizations

\$18,000

Russia (Tver Oblast)

To enhance transparency of the municipal budgeting process and facilitate prevention of corruption within bodies of local self-government through broadened public participation in the budgeting process. Training seminars on budgeting and public participation in the budgeting process will be conducted for NGO leaders, local development activists, and representatives of local mass media. They will also receive training on how to prepare and submit bids for budget funding of social projects. A set of draft regulations on public participation in the budgeting process will be developed. An information campaign in the local mass media will be conducted to support the project.

INDEM Foundation

\$24,950

Russia (Moscow City)

To support efforts facilitating prevention of corruption in Russian society by providing up-to-date information to all interested parties on a variety of topics related to the issue. A new Internet-resource will be created and will be established as a major Russian-language information clearinghouse on corruption prevention. The resource will contribute to the formation of a community of citizens against corruption, facilitate coordination of corruption prevention efforts, and help create synergy among organizations and individuals working to fight corruption.

Region, Public Fund for Television and Broadcast Development

\$17,978

Russia (Altai Krai)

To enhance public awareness of corruption-related issues and foster conditions facilitating prevention of corruption through an information campaign and improved regional legislation. A series of public service announcements will be broadcast on regional radio and television. Private individuals and organizations that have encountered instances of corruption will be offered free legal support and consultations.

Public Organization, Criminal Environment

\$17,998

Russia (Arkhangelsk Oblast, Karelian Republic, Murmansk Oblast, Novgorod Oblast, Vologda Oblast)

To enhance public awareness of corruption-related issues and foster conditions facilitating prevention of corruption through an information campaign. A series of public service announcements will be broadcast on regional radio and television. Public opinion surveys will be conducted at the beginning and end of the project to evaluate the effectiveness of the campaign.

Center for Independent Journalism of Kuzbass**\$17,824****Russia (Kemerovo Oblast)**

To increase the transparency of city government and enhance civic participation in the decision-making process on the municipal level. With the aim of reducing opportunities for corruption, local NGO leaders and representatives of local businesses and media will meet with both elected and appointed city officials at monthly panel discussions to develop recommendations for amending local law. The panel discussions will become a permanent institution of public oversight and a mechanism of citizen participation in governmental decision-making. In addition, a comprehensive, long-term municipal corruption prevention program will be developed, to be implemented during the period 2002-2007. The draft program will be widely discussed at various meetings, on the Internet, and in the media, and will be submitted to the municipal legislature for consideration.

Mitra, Association for Methodological Support of Business Activity and Social Development**\$16,920****Russia (Udmurt Republic)**

To increase the transparency of local self-government bodies that manage the delivery of communal services, and thereby reduce opportunities for corruption. Legislation to raise the transparency and effectiveness of the municipal communal services complex will be developed incorporating the most advanced methods and technologies of public control over bodies of municipal self-government. A seminar will be held to discuss the new legislation and promote its adoption. An information campaign will be conducted throughout the project implementation period to raise public awareness of the problem of corruption in the communal services complex.

Interregional Center for Support of Non-government Organizations and Civil Initiatives**\$17,954****Russia (Udmurt Republic)**

To increase the transparency of the city administration and enhance civic participation in the decision-making process at the municipal level. A comprehensive, long-term municipal corruption prevention program will be developed, to be implemented from 2002 to 2007. The draft program will be widely discussed at meetings, on the Internet, and in the media. A number of normative acts will be developed to help implement the program.

Electors Club of the City of Dubna**\$17,998****Russia (Moscow Oblast)**

To prevent corruption in and increase the transparency of municipal property management by developing mechanisms and taking measures that address privatization of municipal property and land, access to municipal information, and public oversight of property management procedures.

Corruption Prevention Small Grants Program

Under a special grant from USAID, the Eurasia Foundation Central Russia and Siberia Regional Office and Russian Far East Regional Office conducted a competition in their regions for projects to support citizen initiatives aimed at reducing corruption. The program supports grassroots citizen initiatives aimed at improving public-private partnership on local levels, strengthening public oversight mechanisms, and improving the efficiency and transparency of local governments.

Khabarovsk State Academy for Economics and Law

\$17,894

Russia (Khabarovsk Krai)

To involve journalists, public servants and lawyers in discussing opportunities for corruption prevention. The project includes a number of round-tables for these groups, and a seminar for journalists on legal and professional approaches to obtaining information about government activities. The lawyers will explore the inner workings of government organizations and their compliance with existing legislation. These activities are aimed at establishing a dialogue among journalists, local authorities and lawyers in an effort to make activities of governing bodies more transparent for the public.

The Northwest Russia Small Grants Initiative

The Eurasia Foundation's Moscow Regional Office administers a joint Norwegian-American small grants program in support of the development of democratic civil society and private enterprise in Northwest Russia. The program is co-funded by the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat. Its geographic focus includes the Leningrad, Murmansk, and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, and the Republic of Karelia.

Khibinsky Technical College

\$23,425

Russia (Murmansk Oblast)

To support the improvement of municipal management by increasing the management and business-planning skills of municipal officials and heads of municipal enterprises. Participants will receive training on a wide range of topics, including strategic planning, financial management, marketing, using information systems, and personnel management. In the course of their training program participants will have the chance to develop and improve business plans for important local projects. City officials will receive additional training on strategic planning and will develop proposals for city plans and programs. The proposals will be submitted to the city Council for approval.

Northwest Academy of Public Administration, Karelian Branch

\$23,901

Russia (Karelian Republic)

To initiate community-based strategic planning in three rural districts. Based on specialized training on strategic planning, territorial marketing, and methods for involving citizens in the planning process, administrators of pilot districts will develop plans for that district's strategic development. To promote citizen participation, public discussion of local development priorities will be conducted through round tables and information campaigns in local mass media. Developed strategic plans will be submitted to local legislative bodies. Local administrators will also benefit from consultations on creating a positive image of their territories to increase their attractiveness to local and outside investors. The project's progress will be covered on the Internet sites of the Karelian Branch of the Academy for State Services, the Government of the Republic of Karelia, and the Leontievsky Center, St. Petersburg.

TRIAL Company

\$33,633

Russia (Karelian Republic)

To improve the quality of housing services and promote more effective use of the municipal housing fund by introducing a competitive mechanism for selecting a company to manage housing service delivery, and increasing residents' control over the quality of housing services. Relevant documents and procedures will be developed for holding a competition to select a management company, and a pilot competition will be held in one district of the city. Seminars will be conducted to train all concerned parties, including city officials, employees of private and municipal enterprises, and leaders and activists representing local residents.

Tajikistan

1.2 Fiscal Policies & Management Practices

Open Door Grants

Khujant Branch of Technological University

\$6,913

Tajikistan (Leninabad Oblast)

In support of supplementing the university's library. The project funds the transport of approximately 13,000 donated publications on economics and business issues. The new learning materials will raise the quality of education within the university.

1.3 Private Enterprise Development

Open Door Grants

NGO Foundation for Supporting Market Structures in Agricultural Industry

\$17,200

Tajikistan (Dushanbe City)

To encourage the growth of private enterprise by establishing a business incubator. The incubator will offer information and consultations for entrepreneurs and farmers. The group intends first to study the experience of similar incubators in Russia, then to create an information base for the incubator (literature, software, etc.). The grant will also support a pilot training program for two groups of farmers.

The Union of Independent Entrepreneurs of Leninabad Oblast, Republic of Tajikistan

\$15,623

Tajikistan (Leninabad Oblast)

To create a more knowledgeable pool of marketing experts. Project activities include conducting marketing research, developing a professional training program on marketing, as well as publishing and distributing the first Tajik language textbook on the subject. These materials will be used in conducting training courses for 100 participants.

Students in Free Enterprise, SIFE Center**\$24,965****Tajikistan (Leninabad Oblast)**

In support of furthering the activities of the organization, Students in Free Enterprise (SIFE), and creating new student teams in Uzbekistan, Turkmenistan, and Tajikistan.

Informational Consulting Center Orbita**\$9,972****Tajikistan (Khatlon Oblast, Gorno-Badakhshan Autonomous Oblast)**

To promote the development of private business in the Gorno-Badakhshan Autonomous Oblast by establishing training courses for entrepreneurs. The training will include topics such as methods and forms of market research, business planning, accounting, and entrepreneurship and taxation. Participants will also have access to consultations on an individual basis. University professors, representatives of the Aga Khan Foundation, trainees, and project implementers will analyze and discuss project activities and impact at a roundtable discussion to take place upon completion of the training.

NGO Right and Prosperity**\$32,020****Tajikistan (Republican Raions, Khatlon Oblast, Dushanbe City)**

To raise the level of legal literacy of farmers and government officials in 20 districts of the country. The three-day training seminar will focus on land, civil and business law. A handbook on these issues will also be developed, published, and distributed.

Institute of Management and Computer Technologies**\$29,520****Tajikistan (Leninabad Oblast)**

In support of a new initiative in business education. The Institute of Management and Computer Technology at the University of Khujand will take the first steps to provide distance learning opportunities in Tajikistan. With contributions from more than 100 teachers, existing course material will be modified and new case study material will be prepared. This grant supports the development of the first distance-learning courses on management and finance in a market economy, along with the CD-ROM materials and manuals.

Association of Productive and Art Enterprises Milal-Inter**\$16,214****Tajikistan (Khatlon Oblast, Gorno-Badakhshan Autonomous Oblast)**

To support increased employment in eastern Tajikistan, this project will provide extensive training to 250 owners and managers of privatized businesses. The 35 hour course, Foundations of Successful Entrepreneurship, will be presented in the fairly remote area of Gorno-Badakhshan, an area where development and information services do not often reach, and cover a wide range of management issues tailored to the needs of this region's agribusinesses.

NGO Fatkh**\$21,473****Tajikistan (Leninabad Oblast)**

To stimulate the growth of small local businesses by training women handicraft makers. This project focuses on providing these individuals with the necessary skills for adjusting to market economy conditions while also offering individual consultations. In addition, the grant will fund a conference aimed at local authorities, community leaders, media specialists, and women entrepreneurs to attract attention to the issues surrounding small business development with regards to handicraft production.

1.4 Competitive Responsive Financial Sector

Open Door Grants

NGO Oriyon

\$23,417

Tajikistan (Leninabad Oblast)

To create a training program on international standards of accounting and auditing. This project initially provides training for six local trainers through the PRAGMA Corporation and the development of curricula and manuals. Then the trainers will conduct seminars for eighty-four accountants from various businesses.

2.1 Citizen Political/Economic Participation

Open Door Grants

NGO Bunyod

\$11,827

Tajikistan (Khatlon Oblast, Gorno-Badakhshan Autonomous Oblast)

To stimulate partnerships between state, business, nonprofit organizations, and the mass media through the creation of an information consulting center. Due to the isolated location of the region and lack of information and services there, the center will be multi-tasked with a focus on NGO creation and development, micro credit distribution, and legal consultations. Local government representatives will actively participate in project activities, and relevant information will be distributed in local mass media outlets.

NGO Jakhon

\$22,313

Tajikistan (Khatlon Oblast, Dushanbe City)

To raise the level of financial independence and sustainability of NGOs through the creation of a short-term training program on tax law and accounting specifically designed for NGOs. Project activities include the development, publication, and distribution of a manual, Tax Law and Accounting for NGOs. Fifteen trainers will undergo training and 45 accountants of NGOs in Dushanbe, Kurgan-Tyube, and Khorog will participate in the training program.

NGO Sudmand

\$9,016

Tajikistan (Khatlon Oblast)

To support the promotion of civic leadership through the creation of a Young Leaders' Club at Kulyab State University. Under the proposal, curricula and manuals will be developed and trainers will be trained. Training seminars on civic leadership for two hundred students will be conducted. The project will also sponsor student

meetings and debates with representatives of NGOs and local government structures. In addition, the club will publish and distribute a monthly newsletter on leadership issues.

Center of Sociological Research Zerkalo

\$22,312

Tajikistan (Dushanbe City)

To further develop and raise the quality of independent press by conducting research among newspaper readers on information, while analyzing existing newspapers and distributing a survey for publishers on business issues. The results of the research will be disseminated among editors, publishers, media support NGOs, and governmental organizations.

Independent Journalism School Tajikistan-The 21st century

\$28,140

Tajikistan (Dushanbe City)

To increase the sustainability and effectiveness of independent mass media through the support of an independent journalism school, this project will assist trainers from the staff of an NGO supporting the development of a free press in Tajikistan. The trainers will study in Moscow and prepare training programs and manuals for several new courses to be offered by the NGO. While the NGO will offer this training continuously, this grant will support the first round of seminars for fifty journalists.

Pamir Ecological Center

\$21,086

Tajikistan (Khatlon Oblast, Gorno-Badakhshan Autonomous Oblast)

To encourage rural civic initiatives by expanding the activities of an established NGO resource center. The center will continue to provide consultations, manage seminars, and publish a newsletter focused on NGO management, legislation, and fundraising. The grant will also ensure community leaders with access to e-mail and literature, while funding a new e-mail access site in the Ishkashimski region.

2.2 Improved Legal Systems

Open Door Grants

National Association of Political Scientists of Tajikistan

\$21,285

Tajikistan (Dushanbe City)

To support increased citizen participation in political and economic decision-making. Project activities include conducting a series of roundtables and publishing an informational bulletin on issues such as the improvement of NGO legislation, taxation, fundraising, social partnerships, and lobbying NGO interests. Recommendations on cooperation between NGOs and government structures will be also developed.

NGO Public Training Center

\$18,049

Tajikistan (Dushanbe City)

To facilitate an open debate on the business environment in Tajikistan. This grant will support a series of discussions on laws affecting small businesses and will work to identify methods that will assist businesses in influencing legislation on the national and local levels. Representatives from government structures, NGOs, mass media, and private enterprise will participate in several conferences focusing on this issue.

2.3 More Accountable Local Government

Open Door Grants

Center of Solving Social Problems

\$2,571

Tajikistan (Leninabad Oblast)

To promote improved fiscal management in local governments through the development of computer software programs that will increase the efficiency of the pension/welfare benefits system.

Non-profit Charitable Fund of Humanitarian Aid for Employment Savob

\$2,845

Tajikistan (Dushanbe City)

To promote local economic development by supporting a two-day research seminar on monitoring the labor market in the Republic of Tajikistan for regional municipal representatives.

NGO Economica Plus

\$16,528

Tajikistan (Dushanbe City)

To form a think tank organization aimed at conducting independent research on socio-economic issues within the country. The think tank will focus on monitoring economic reforms in Tajikistan and publishing its findings. There are also plans to conduct a roundtable discussion on the results of the monitoring and the overall process of economic reform in Tajikistan with the participation of leading economists from Uzbekistan, Russia, Kazakhstan, and the Kyrgyz Republic.

Center of Social Technologies

\$10,780

Tajikistan (Dushanbe City, Republican Raions, Khatlon Oblast)

To promote improved fiscal management in local government through the introduction of a competitive bidding system for municipal social services. Thirty municipal workers from various regions of the country will participate in an intensive six-week training session where they will learn the basics of competitive bidding. Each trainee will also develop an action plan targeting his/her community's most pressing social problems.

Center of Municipal Servants Training

\$21,142

Tajikistan (Leninabad Oblast)

To fund the second step of a program aimed at improving the performance of civil servants in Tajikistan. This project focuses on retraining approximately 100 local government employees in rural countries and small towns while also conducting research in each municipality. A set of criteria will also be developed to measure the effectiveness of municipal services in these towns and counties, and recommendations for more efficient work will be presented to town leaders.

Turkmenistan

2.1 Citizen Political/Economic Participation

Open Door Grants

Turkmen State University named after Magtymguly

\$30,252

Turkmenistan (Ashgabad City)

To support the development of civic initiative and leadership qualities through the creation and realization of a study program for university students. Project implementers will develop a study plan, curricula, and a methodical handbook and publish a newsletter. The project also envisions a new study center, where there will be access to the Internet and library materials.

Turkmen State University named after Magtymguly

\$27,113

Turkmenistan (Ashgabad City)

To enhance legal literacy for the local population by creating the first open legal library in the country. The library will provide law students, professors, practicing lawyers, and others with full access to legal information, including new literature, databases, and the Internet in a country where the flow information is severely limited. The project also supports several seminars aimed at raising legal awareness and acquainting participants with library services.

2.3 More Accountable Local Government

Open Door Grants

Department of land use, land construction and land reform of the mayor of Ashgabat

\$14,375

Turkmenistan (Ashgabad City)

To support the creation of a system of city administrative services and a basis for the effective use of land in Ashgabad. The project envisions the creation of an electronic map of the city and a complete database on the classification of land use, while also preparing specialists to use the automated classification system. The project aims to improve the quality of administrative work and services and to provide the city's citizens with fair and effective access to all city and community services.

Ukraine

1.3 Private Enterprise Development

Open Door Grants

World Education, Inc.

\$111,104

Ukraine

To support a more favorable legal environment for credit union activities in Ukraine and to strengthen financial and operational capacity of local credit unions and the Ukrainian National Association of Savings and Credit Unions (UNASCU). Under the project, normative and regulatory documents will be drafted, and a set of operational standards and a certification system will be developed. The partners will provide training and consulting to member credit unions and will conduct a public relations campaign and spread information about the most effective credit union models.

Northwestern University

\$41,106.75

Ukraine (Kharkov Oblast, Kiev City, Lvov Oblast)

To assess the viability of creating a university consortium for the development of a graduate degree program in technology and innovation management. The Kellogg School of Management at Northwestern University proposes to examine the potential for implementing its successful university-industry cooperation model, taking advantage of the local business communities and technology, law, and business faculty at leading institutions in Kyiv, Lviv, and Kharkiv.

1.2 Fiscal Policies & Management Practices

Open Door Grants

Experimental International Business School Kelajak Ilmi under Tashkent State Economic University

\$31,675

Uzbekistan (Tashkent City)

To improve the organizational structure and system of management within the first private business school in the country, in preparation for a partnership project with an American university. With the assistance of a consultant from the United States, regulations will be developed on the duties and responsibilities of each department and employee, and new positions will be created and filled. Project implementers will also develop a new curriculum and prospectus for the business school.

International Management Training Center

\$23,164

Uzbekistan (Samarkand Region)

In support of university-level business education practices that meet international standards by raising the professional qualifications of business and management teachers in local colleges. Two hundred and forty teachers will undergo training on modern interactive teaching methods and will receive handout materials to assist them in the classroom. Some teachers will also undergo TOT training and go on to train teachers in other regions of the country.

1.3 Private Enterprise Development

Open Door Grants

Business Incubator UFK

\$22,731

Uzbekistan (Kashkadarya Oblast)

To create an agribusiness center/ extension service in the Kashkadarya region aimed at encouraging more sound farming practices. Trainers from the United States will train seven local mentors on agricultural techniques through the Winrock International Farmer to Farmer program. These mentors will then give consultations to other farmers on a permanent basis.

Institute of Research and Training Specialists in Standardization and Quality Systems

\$17,829

Uzbekistan (Tashkent City)

To raise the level of knowledge on legal matters for leaders and specialists of small and medium sized businesses, with a focus on improving the quality and competitiveness of production in a market economy.

Association of Dekhkan and Farmers Enterprises

\$24,316

Uzbekistan (Tashkent City)

To support retraining courses for 540 specialists of regional representative offices of the Association of Dekhkans and Farmers. The courses will be focused on modern knowledge in legal and economic support of agriculture enterprises of Uzbekistan.

Karakalpak Republican Branch of the Business Women Association Tadbirkor Ayol

\$16,603

Uzbekistan (Karakalpak Republic)

To establish a legal information center. The project will initially fund the training of two lawyers in existing business legislation, activities and methods of legal clinics, and how to offer consultations. Women entrepreneurs will then be trained on business legislation and individual consultations will be made available. The grant also sponsors a roundtable discussion where entrepreneurs, representatives of government structures, and business support organizations will discuss problems and develop suggestions on improving legislation. These suggestions will be presented to the parliament of Uzbekistan and the State Coordinating Board on Stimulating Small and Private Businesses.

Chamber of Auditors of Uzbekistan

\$25,389

Uzbekistan (Tashkent City)

To encourage more effective business practices by providing auditors with professional retraining on international auditing standards. Three hundred auditors from throughout Uzbekistan will undergo an 80-hour course taught by certified trainers. In addition, project implementers will develop and publish training materials, case studies, test, and a textbook to be used for the course.

Chamber of Commodity Producers and Entrepreneurs of Khorezm Oblast

\$16,710

Uzbekistan (Khorezm Region)

To support sustained economic growth, this project focuses on access to legal information for businessmen. Four business advisors, employees of a law center, will be trained in consulting on legal, accounting, and taxation issues. This project will create a resource library with current information on commercial law, legal databases, and access to the Internet. This will take place in Khiva, a city in southwestern Uzbekistan with good prospects for economic development.

Kanat Center of Support to Business Development

\$12,904

Uzbekistan (Karakalpak Republic)

To extend services to more remote regions, this grant supports the creation of an information and consulting office in Karakalpakstan. To build local capacity, specialists from Tashkent's Center for SME Assistance will conduct seminars in business management, entrepreneurship, business planning, and obtaining credit. The newly trained business consultants will then provide services to private businesses in Hykys, Kyngrad, Kanlikyl, and Chimba-cities in western Uzbekistan, south of the Aral Sea.

Business Incubator Ipak Yuli

\$11,279

Uzbekistan (Samarkand Region)

To support private business development by organizing a regional center for legal training and consultations for private businesspeople. Through this project, approximately six hundred businessmen from throughout the Samarkand region will undergo a 30-hour training course on legal issues affecting private business. They will also receive practical legal assistance related to specific problems.

Institute for SME Finance

\$49,852.14

Kazakhstan (Almaty City), Uzbekistan (Tashkent City)

To raise the level of understanding of SME risk capital financing for financial institutions, government officials and other stakeholders in Central Asia. The Institute for SME Finance will hold one-day workshops in Almaty and Tashkent and produce region-specific case studies on the importance of equity finance for local SMEs. The workshops and resulting materials aim to increase the level of interest and support for risk capital financing and help link SMEs to institutions interested in risk capital financing.

Business Education Partnership with Kelajak Ilmi International Business School

To support the development of university-level business education in Uzbekistan, the Washington, D.C., office of the Eurasia Foundation held a competition for U.S. business schools to assess the long-term developmental needs of Kelajak Ilmi International Business School in Tashkent, the most progressive private business education program in Uzbekistan.

William Davidson Institute

\$9,497

Uzbekistan (Tashkent Oblast, Tashkent City)

To support an assessment of the academic program and administration of the Kelajak Ilmi International Business School, for the purpose of developing a long-term partnership, improving the faculty and ensuring the continuing operational self-sufficiency of the most progressive private business education program in Uzbekistan.

Georgetown University

\$9,050

Uzbekistan (Tashkent Oblast, Tashkent City)

To support an assessment of the academic program and administration of the Kelajak Ilmi International Business School, for the purpose of developing a long-term partnership, improving the faculty and ensuring the continuing operational self-sufficiency of the most progressive private business education program in Uzbekistan.

1.4 Competitive Responsive Financial Sector

Open Door Grants

National Center of Training Specialists of Securities Market

\$24,108

Uzbekistan (Tashkent City)

To support the development of the national stock market. Project activities include publishing the first national textbook on the stock market and translating it into Uzbek. The textbook will be useful for students, as well as specialists already working in the field, and will be distributed to educational institutions, libraries, government organs, investment firms, commercial banks, and auditing companies. The grant also funds a series of seminars throughout the Republic aimed at drawing public attention to the stock market and attracting investment to the national economy, while also explaining the basics of the stock market. Profits from the sale of the textbook will be put towards the future continuation of project activities.

Nufuz Ta'lim, Ltd.

\$22,225

Uzbekistan (Tashkent City)

To support the continuation of activities aimed at introducing a study program on micro-lending for government officials, personnel from commercial banks and non-banking financial institutions, heads of market infrastructure institutions, and a wide range of entrepreneurs. Implementers will also continue to study international micro-lending experience and models.

STBI Scientific Technological Business Incubator

\$24,865

Uzbekistan (Tashkent City)

To support the commercialization of new scientific technologies. The project aims to train thirty scientists on how to commercialize new scientific developments, while creating new investment projects. Ten teachers at Tashkent State Technical University will also be trained to teach post-graduate students on the commercial application and management of new technologies. Project implementers will develop, publish, and distribute a handbook on the technological transfer and commercialization of intellectual property.

2.1 Citizen Political/Economic Participation

Open Door Grants

Bar of Kashkadarya Oblast #1

\$15,879

Uzbekistan (Kashkadarya Oblast)

To increase the population's level of legal literacy through the development, publication, and dissemination of an informational newsletter and booklets on various legal issues.

Consumers Rights Protection Society of Samarkand Oblast

\$30,983

Uzbekistan (Samarkand Region)

To promote awareness of consumers' rights through the creation of a sustainable training program on legal education. The grant will support the development of training programs, training of trainers and 25 chairmen of local consumers' rights protection societies, and a series of seminars for over one thousand community activists. A training and consulting center will also be established and will provide free legal consultations, access to relevant literature, and a photo exhibition of poor quality consumer goods. In addition, a newsletter will be published and distributed.

Center Ayol**\$2,910****Uzbekistan (Samarkand Region)**

To contribute to the development of civil society and the stable development of NGOs by continuing the work of the network of national NGOs and Hamkor initiative groups by conducting the fifth Strategic meeting of Hamkor participants.

Center of Economic Research (CER)**\$22,130****Uzbekistan (Tashkent City)**

To break down the information barrier between countries and further develop the economic capabilities of Uzbek citizens by producing, publishing, and distributing the first Uzbek-English-Russian dictionary of economic terminology.

Center of Informational and Socio-Marketing Research**\$12,582****Uzbekistan (Ferghana Region)**

To promote the sustainability and effectiveness of the NGO sector by training NGO leaders in social marketing skills and conducting research on the motivation behind philanthropic donations, while compiling databases on business's and philanthropic activities. The training program aims to develop social marketing skills of eighty NGO leaders from around the country and to better integrate the work of civic organizations with that of private business.

2.2 Improved Legal Systems

Open Door Grants**Tashkent State Institute of Law****\$14,252****Uzbekistan (Tashkent City)**

To support a more favorable tax environment for business and non-profits organizations through the translation, publication, and dissemination of a textbook on tax law. Two thousand copies of the textbook will be distributed without charge to university libraries, tax offices, nonprofit organizations, and business support organizations.

2.3 More Accountable Local Government

Open Door Grants

Namangan State Engineering and Economics Institute

\$15,220

Uzbekistan (Namangan Region)

To promote sustainability and increased competition for small businesses in the Ferghana Valley. The project aims to develop new courses focusing on the basics of business to be introduced to college students majoring in textile production.

Appendix D:

Non-U.S. Government Grants by Country

Armenia

Non-U.S. Government Grants

1.2 Fiscal Policies & Management Practices

Economics Education and Research Consortium

The Economics Education and Research Consortium (EERC) supports efforts to strengthen economics education and research capabilities in Russia and Ukraine. The EERC is supported by the Open Society Institute/Soros Foundation, the World Bank, the Ford Foundation, the Starr Foundation, the Carnegie Corporation of New York, the Norwegian Royal Ministry of Foreign Affairs, the Swedish Ministry of Foreign Affairs, and the Eurasia Foundation, which serves as the implementing agency.

Gevorgyan, Ruben

\$2,000.00

Armenia (Yerevan City)

State securities market is one of the most important segments of transition economy countries' financial market, which is marked by many specific features. By using various methods of mathematical modeling, the authors intend to find out important links between the state securities market and the main macroeconomic indicators for the case of Armenia. It is supposed that the project results will make it possible to forecast the possible course of events (including financial crisis) in the state securities market when the secondary market is underdeveloped.

EERC Economics Research Competition in Russia

The Economics Education and Research Consortium (EERC) supports efforts to strengthen economics education and research capabilities in Russia and Ukraine. The EERC is supported by the Open Society Institute/Soros Foundation, the World Bank, the Ford Foundation, the Starr Foundation, the Carnegie Corporation of New York, the Norwegian Royal Ministry of Foreign Affairs, the Swedish Ministry of Foreign Affairs, and the Eurasia Foundation, which serves as the implementing agency. In Russia, the EERC conducts semi-annual research grant competitions in support of original policy-related research. This program solicits proposals which reflect themes relevant to current economic policy concerns in Russia's transition period. The program's long-term goal is to integrate Russian researchers into the international economics community.

Gyulgyulyan, Karen

\$533.79

Armenia (Yerevan City)

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000.

Gevorgyan, Ruben

\$554.02

Armenia (Yerevan City)

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000.

Gevorgyan, Ruben

\$1,344.13

Armenia (Yerevan City)

State securities market is one of the most important segments of transition economy countries' financial market, which is marked by many specific features. By using various methods of mathematical modeling, the authors intend to find out important links between the state securities market and the main macroeconomic indicators for the case of Armenia. It is supposed that the project results will make it possible to forecast the possible course of events (including financial crisis) in the state securities market when the secondary market is underdeveloped.

Gevorgyan, Ruben

\$681.99

Armenia (Yerevan City)

For participation in the Transition Economics Research Network Workshop

Melikyan, Narine

\$681.99

Armenia (Yerevan City)

For participation in the Transition Economics Research Network Workshop

Belarus

Non-U.S. Government Grants

1.2 Fiscal Policies & Management Practices

Economics Education and Research Consortium

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Tochitskaya, Irina

\$5,000.00

Belarus (Minsk City)

In 1995 three countries of the former Soviet Union (Russia, Belarus and Kazakhstan) established a Customs Union, which the Kyrgyz Republic and Tajikistan joined later. After the passage of five years since the Customs Union formation, it is essential to assess the implications of Belarus' membership in this Customs Union. The objective of this project is the analysis of the costs and benefits of the Belarus' participation in the Customs Union of the CIS countries based on the study of the static and dynamic economic effects and their impact on the nation's welfare, and the Belarus' economy growth rate. As the evaluations of Belarus' participation in the Customs Union by the country's government and political opposition are completely opposite, a politically independent analysis is of principal importance.

Aksen, Ernest

\$3,000.00

Belarus (Minsk City)

In 1995 three countries of the former Soviet Union (Russia, Belarus and Kazakhstan) established a Customs Union, which the Kyrgyz Republic and Tajikistan joined later. After the passage of five years since the Customs Union formation, it is essential to assess the implications of Belarus' membership in this Customs Union. The objective of this project is the analysis of the costs and benefits of the Belarus' participation in the Customs Union of the CIS countries based on the study of the static and dynamic economic effects and their impact on the nation's welfare, and the Belarus' economy growth rate. As the evaluations of Belarus' participation in the Customs Union by the country's government and political opposition are completely opposite, a politically independent analysis is of principal importance.

EERC Economics Research Competition in Russia

The Economics Education and Research Consortium (EERC) supports efforts to strengthen economics education and research capabilities in Russia and Ukraine. The EERC is supported by the Open Society Institute/Soros Foundation, the World Bank, the Ford Foundation, the Starr Foundation, the Carnegie Corporation of New York, the Norwegian Royal Ministry of Foreign Affairs, the Swedish Ministry of Foreign Affairs, and the Eurasia Foundation, which serves as the implementing agency. In Russia, the EERC conducts semi-annual research grant competitions in support of original policy-related research. This program solicits proposals which reflect themes relevant to current economic policy concerns in Russia's transition period. The program's long-term goal is to integrate Russian researchers into the international economics community.

Akhmetov, Aktan

\$1,344.13

Belarus (Minsk City)

This project aims to investigate the transmission channels and major (macroeconomic) variables which affect lending policies of commercial banks, and through these - the supply of credits to the private sector. We investigate the effects of this credit policy on private sector activities and the prospects of economic growth.

Tochitskaya, Irina

\$1,334.65

Belarus (Minsk City)

The objective of this project is the analysis of costs and benefits of Belarus' participation in the Customs Union within the Commonwealth of Independent States based on the assessment of static effects of trade creation and trade diversion in the foreign trade in high-tech products as well as dynamic effects and their impacts on the welfare and on the rate of Belarus' output growth.

Karyakina, Olga

\$1,344.13

Belarus

The problem of poverty is considered in the framework of the general problem of transition economies. Firstly it's necessary to define number of people with low income and calculate poverty indicators (e.g. Foster-Green-Thorbeck family). Secondly, on the base of budget survey statistics we will find group of people with low income (by sex, by age, by size of family and etc .) and we propose measures to cup poverty.

Tochitskaya, Irina

\$441.41

Belarus (Minsk City)

For participation in the Transition economics Research Network Workshop

Aksen, Ernest

\$441.41

Belarus (Minsk City)

For participation in the Transition Economics Research Network Workshop

Prokopovich, Nataliya

\$441.41

Belarus (Minsk City)

For participation in the Transition Economics Research Network Workshop

Georgia

Non-U.S. Government Grants

2.1 Citizen Political/Economic Participation

Open Door Grants

Company Imperial, Ltd.

\$3,562.00

Georgia (Tbilisi City)

This project aims to publish a leave-behind brochure that would help independent media to attract advertisement more efficiently. The project is part of the Pro Media 2 program in support of independent media, implemented in cooperation with ICFJ.

Print Media Competition in Georgia

The Eurasia Foundation's Caucasus Regional Office conducted a competition to improve the financial and managerial independence of print media organizations, enhance journalists' skills, and improve the quality of information in the following fields: economic reform; public administration and local government reform; and the development of democratic institutions and the nonprofit sector.

Georgian Academy of Sciences, Arnold Chikobava Institute of Linguistics

\$7,736.00

Georgia (Tbilisi City)

This project aims to identify the most common linguistic mistakes of independent printing media in Georgia based on scientific research. The project is part of the Pro Media 2 program in support of independent media, implemented in cooperation with ICFJ.

Autograph, Ltd.

\$8,533.00

Georgia (Imereti)

To support the newspaper's financial independence and improve the quality and coverage of its reporting by expanding the organization's distribution network within the region and establishing permanent columns covering, among other topics, anti-corruption initiatives, local news, regional governance issues, and NGO-sector activities. Project activities seek to increase reader demand for the paper measured through higher subscription rates.

Chokhatauris Matsne, Ltd.

\$9,967.00

Georgia (Guria)

To support the newspaper's financial independence and stability by optimizing its business management structure,

establishing four advertising offices outside the region, and providing training to advertising agents. Project activities seek to attract additional advertising revenue and to enable a management structure capable of long-term financial planning.

A&A Ltd

\$9,996.00

Georgia (Samegrelo)

To support the newspaper's financial independence and improve the quality of its reporting by (1) implementing an effective advertising strategy; (2) improving the format and design of the paper; and (3) strengthening the organization's technical base. Project activities aim to attract additional advertising revenue and to increase readers' demand for the paper.

Kazakhstan

Non-U.S. Government Grants

1.2 Fiscal Policies & Management Practices

Economics Education and Research Consortium

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Akhmetbekova, Zhanna

\$1,000.00

Kazakhstan (Almaty City)

The authors develop an integral approach to the analysis and forecast of macroeconomic problems of Kazakhstan based on applied econometric models and quantitative methods of analysis. Different parts of the overall model are linked together in a block structure that reflects the interactions between different factors affecting macroeconomic growth and stability. The research project presupposes a consecutive development of every block: financial sector, employment, welfare and international trade. The envisaged model will offer an opportunity to estimate diverse effects of economic policy measures, which can be used to selecting the most efficient of these.

Mukhtarova, Karlygash

\$1,000.00

Kazakhstan (Almaty City)

International practice has a different alternative ways about accounting a level of poverty, which are not adapted to our reality. Right now Kazakh experts use Soviet methodology of analysis of social factors. Another offers to use new way and technology in this way on a base of international practice. Methodology of choosing of equal scale gives the opportunity to correct macroeconomic index of distribution incomes and poverty. The choice of this method is dictated by high level of family expenditure in average Kazakh family.

Smagulova, Sholpan

\$500.00

Kazakhstan (Almaty City)

In the transitional economy monetary policy is vital. The key problem of monetary policy is money demand forecasting to establish optimal money supply. Authors suggest that demand for money aggregates are under different factors besides well-known factors like income and interest rate in different periods of economic development, which requires to consider every aggregate separately. This allows seeing the money demand change tendency and forecasting it.

Sayakova, Zhanyl

\$900.00

Kazakhstan (Almaty City)

The project investigates monetary policy of the National Bank through separate modeling of monetary demand and monetary supply by means of econometric methods and models. On the basis of the resulting model, the authors shall elaborate the of efficient monetary policy recommendations for the National Bank.

Akhmetov, Aktan

\$1,500.00

Kazakhstan (Almaty City)

This project aims to investigate the transmission channels and major (macroeconomic) variables which affect lending policies of commercial banks, and through these - the supply of credits to the private sector. We investigate the effects of this credit policy on private sector activities and the prospects of economic growth.

Tulegenova, Gyuzel

\$6,215.00

Kazakhstan (Almaty City)

The newly independent CIS states have to identify their optimal trade policy. With the help of a partial equilibrium model the author attempts to estimate the effect of the CU of the Kazakhstani imports, consumers, and governmental revenues. The general equilibrium approach will be used to evaluate the impact on the Kazakhstani exports. This information will help to make confident judgement on whether the customs union is desirable from a purely economic point of view.

Makhmutova, Meruert

\$1,500.00

Kazakhstan (Almaty City)

The objective of this study will to look at budget decentralization practices and their impacts on macroeconomic indicators in Central Asia countries (with the exception of Turkmenistan). The study examines the impact of decentralization on economic growth and ground a new approach to solving this problem.

Kunasheva, Dina

\$1,500.00

Kazakhstan (Almaty City)

The uncontrollable issue of greenhouse gasses (GHG) presents real threat for mankind. The majority of countries were taken by the bonds on reduction of emissions GHG. Kyoto's protocol provides inducing these bonds by international trade by quotas on emission GHG. The association of Kazakhstan to the Kyoto protocol opens access to high technologies and "free-of-charge" investments. The author offers a technique both models of definition of the price and volumes of quotas, which are arranged by republic for trade. The game model of the gear of international trade will allow developing the advisories on sale of quotas on the basis of concrete accounts for the various scenarios of development of the republic.

EERC Economics Research Competition in Russia

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Akhmetov, Aktan

\$813.88

Kazakhstan (Almaty City)

For participation in the seminar "Estimation and inference in Econometrics"

Zhumabekova, Almagul

\$776.32

Kazakhstan (Almaty City)

For participation in the EERC Methodological Seminar "Economics of Regulation" in October 2000.

Zhumagulov, Aibatyr

\$813.88

Kazakhstan (Almaty City)

For participation in the seminar "Estimation and inference in Econometrics"

Sayakova, Zhanyl

\$757.13

Kazakhstan (Almaty City)

For participation in the seminar "Estimation and inference in Econometrics"

Akhmetbekova, Zhanna

\$1,344.13

Kazakhstan (Almaty City)

The authors develop an integral approach to the analysis and forecast of macroeconomic problems of Kazakhstan based on applied econometric models and quantitative methods of analysis. Different parts of the overall model are linked together in a block structure that reflects the interactions between different factors affecting macroeconomic growth and stability. The research project presupposes a consecutive development of every block: financial sector, employment, welfare, and international trade. The envisaged model will offer an opportunity to estimate diverse effects of economic policy measures, which can be used to selecting the most efficient of these.

Tulegenova, Gyuzel

\$1,344.13

Kazakhstan (Almaty City)

The project aims at the estimation of economic benefits and costs of the customs union of Russia, Belarus, Kazakhstan, Tajikistan, and the Kyrgyz Republic on the Kazakhstani economy. To obtain empirical estimates of the short-term effects of such union we will use the partial equilibrium model and the best data currently available. Long-term effects of this union will be assessed using the general equilibrium approach.

Kunasheva, Dina

\$1,344.13

Kazakhstan (Almaty City)

According to the global rise in temperature the problem of frame gases has become very actual nowadays. In the protocol of Kyoto developed countries have mentioned their intentions to implement quotas trade on the frame gas gash. Mechanism of quotas trade provides opportunity of international sales, that is profitable for many countries. According to this the project aim is models development in international quotas trade of frame gas. So, the project plans: (1) to develop methodical approaches and create macro-model of prognosis of frame gas gash in the perspective to determine volume of quotas for sailing; (2) to create a model simulating the mechanism of international quotas trade; (3) to carry out experimental calculations on basis of different models of Kazakhstan economy development and prices on frame gas gash.

Mukhtarova, Karlygash

\$1,344.13

Kazakhstan (Almaty City)

An investigation of income distribution and poverty allocation parameters invokes a number of various expertise methods. This project analyses the most widespread of these, and proposes a new method based on economic statistics and mathematical modeling. The proposed alternative valuation of Kazakhstan population income's differentiation is based on comparative analysis of parameters, which are obtained through special sociological surveys of households' income and dates of Statistical Agency of RK. This new methodological approach will make it possible to obtain more objective information for assessing the population's living standards.

Smagulova, Sholpan

\$1,344.13

Kazakhstan (Almaty City)

The project investigates monetary policy of the National Bank through separate modeling of monetary demand and monetary supply by means of econometric methods and models. On the basis of the resulting model, the authors shall elaborate the of efficient monetary policy recommendations for the National Bank.

Akhmetbekova, Zhanna

\$749.29

Kazakhstan (Almaty City)

For participation in the Transition Economics Research Network Workshop

Babich, Valentina

\$749.29

Kazakhstan (Almaty City)

For participation in the Transition Economics Research Network Workshop

Mukhtarova, Karlygash

\$749.29

Kazakhstan (Almaty City)

For participation in the Transition Economics Research Network Workshop

Zhumagulov, Aibatyr

\$749.29

Kazakhstan (Almaty City)

For participation in the Transition Economics Research Network Workshop

Smagulova, Sholpan

\$749.29

Kazakhstan (Almaty City)

For participation in the Transition Economics Research Network Workshop

Sayakova, Zhanyl

\$749.29

Kazakhstan (Almaty City)

For participation in the Transition Economics Research Network Workshop

Akhmetov, Aktan

\$749.29

Kazakhstan (Almaty City)

For participation in the Transition Economics Research Network Workshop

Tulegenova, Gyuzel

\$749.29

Kazakhstan (Almaty City)

For participation in the Transition Economics Research Network Workshop

Makhmutova, Meruert

\$749.29

Kazakhstan (Almaty City)

For participation in the Transition Economics Research Network Workshop

Kunasheva, Dina

\$749.28

Kazakhstan (Almaty City)

For participation in the Transition Economics Research Network Workshop

Kyrgyz Republic

Non-U.S. Government Grants

1.2 Fiscal Policies & Management Practices

Economics Education and Research Consortium

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Burzhubaev, Temir

\$1,530.00

Kyrgyz Republic (Bishkek City)

The change of the exchange rate entails the change of export and import volumes. The character of change is unique for different countries. The purposes of the project are: research of interdependence of import/export and exchange rate for the Kyrgyz Republic; elaboration a tool for prognosis scenarios development (econometric model) with an estimation of the change of external trade structure in dependence on changes of the exchange rate.

Uzagalieva, Ainura

\$7,095.00

Kyrgyz Republic (Bishkek City)

Ideal inflation measure reflects long-run price movement driven by actual demand in the economy and excludes short-term supply shocks. It is obvious that Consumer Price Index does not correspond to such measure. Thus, the aim of the project is to find efficient inflation measure in the Kyrgyz Republic, i.e., core inflation over the period January 1992 to December 2000 at different time frequency (month, quarter, year) based on the analysis of alternative methods of core inflation measurement.

EERC Economics Research Competition in Russia

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Musaeva, Dzharkinay

\$1,344.13

Kyrgyz Republic (Bishkek City)

This research project focuses on determination of relationship between agrarian reforms and growth of GDP of the industry, and their estimation employing empirical approaches. Using empirical data for three Central Asian countries: Kazakhstan, Uzbekistan, and the Kyrgyz Republic, the authors will test the hypothesis that those countries that have chosen a path of deep and fast reforms will recover faster than those countries that have chosen a gradual reforms strategy.

Burzhubaev, Temir

\$1,344.13

Kyrgyz Republic (Bishkek City)

It is known that the change of the exchange rate entails the change of export and import volumes. Obviously the character of change is unique for different countries. The purposes of the project are: research of interdependence of import / export and exchange rate for the Kyrgyz Republic; elaboration a tool for prognosis scenarios development (econometric model) with an estimation of the change of external trade structure in dependence on changes of the exchange rate.

Uzagalieva, Ainura

\$1,344.13

Kyrgyz Republic (Bishkek City)

The purpose of the project is to determine efficient measures of core (or underlying) inflation in the Kyrgyz Republic for different measurement frequency. Results of the project will be important for the national Bank of the Kyrgyz Republic (in order to determine proper reactions on the inflationary shifts, i.e. to impose proper monetary policy actions), National Statistical Committee (the term "core" inflation is unknown in Kyrgyz reporting system), Ministry of Finance (for proper forecasts of the revenues of the state budget), and other economic organizations.

Khassanova, Lyudmila

\$300.00

Kyrgyz Republic (Bishkek City)

The project presupposes an econometric testing of a hypothesis that the tax burden does affect the main economic indicators (GDP, savings, investments, etc.) On the basis of this study, will be performed a computation of the optimal tax limits for an economy in transition.

Mogilevsky, Roman

\$1,344.13

Kyrgyz Republic (Bishkek City)

The project is aimed at a development of an empirical quantitative model describing an impact of governmental macroeconomic policy on prevalence and deepness of poverty in the Kyrgyz Republic. Effect of different scenarios of macroeconomic policy on economic growth rate and quality, income distribution in the society, poverty line should be investigated.

Abdyshev, Nurlan

\$644.13

Kyrgyz Republic (Bishkek City)

Potential output calculation model based on production function in case of transition economy (small-opened economy). Also, GDP calculation model based on demand side.

Khassanov, Rafkat

\$1,344.13

Kyrgyz Republic (Bishkek City)

Modification of the inflation model is presented. It is supposed to develop methods of computing GDP deflator and CPI and recommendations on price reducing policy in the research process.

Konstants, Liudmila

\$1,344.13

Kyrgyz Republic (Bishkek City)

We think that one of the most important problems of corporate management is a conflict of owners' interests (often they are just nominal) and of companies' management interests. Most often, management will try by any means to withdraw a company's money as productive costs for not dividing of company's profit, as with dividends. Double accounting and the legal environment for business make this quite possible. Moreover, rent-seeking management often makes decisions that are useful for their close companies and people who help them withdraw a company's money. If account into attention the endemic level of rent-seeking behavior of different level officials and absence of business security, we can conclude that it is no use to put money into our business. Our potential investors think the same way. All of these represent a danger to our economic security and really can petrify all our economic activity. Our president thinks the same way.

Musaeva, Dzharkinay

\$709.42

Kyrgyz Republic (Bishkek City)

For participation in the Transition Economics Research Network Workshop

Burzhubaev, Temir

\$709.42

Kyrgyz Republic (Bishkek City)

For participation in the Transition Economics Research Network Workshop

Fukalova, Tatyana

\$709.42

Kyrgyz Republic (Bishkek City)

For participation in the Transition Economics Research Network Workshop

Uzagalieva, Ainura

\$703.41

Kyrgyz Republic (Bishkek City)

For participation in the Transition economics Research Network Workshop

Russia

Non-U.S. Government Grants

1.2 Fiscal Policies & Management Practices

Economics Education and Research Consortium

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Trofimov, G. Yu.

\$12,900.00

Russia (Moscow City)

Market reforms in Russian and in developing countries have a lot in common. Regrettably, the convergence theory still remains an illusory dream for most developing nations. A convergence of growth rates did take place, mainly in the early 1990s, and was brought on by a rise of investments into emerging-market economies, then investment into developing countries vis-a-vis overall global investment began to decrease again. What is the reason for developing nations' persistent inability to attract a considerable portion of foreign investments and break out of the poverty trap? The author examines the problem using an economic growth model whose key component is the population's education level. The study shows that reaching a well-balanced growth path in a global economy with capital mobility is only possible if all countries grow intensively. However, a developing economy can only gear into intensive growth if marginal productivity of learning is quite high. Otherwise such an economy will never join the industrialized nations' "club," being unable to "adjust" learning intensity and savings-investment ratios to the global economy's growth regime.

Yudkevich, Maria

\$7,500.00

Russia (Moscow City)

Effectiveness of Russian Bankruptcy law, which was supposed to improve corporate governance and enhance restructuring of Russian enterprises, is undermined by the political capture of regional arbitration courts by the regional authorities. Governors in alliance with managers of large regional enterprises use bankruptcy procedure as a mechanism for expropriation of the federal government and outside investors. Recent amendments to the Bankruptcy law, formally motivated by the apparent inefficiencies of current bankruptcy practice, fail to improve creditors protection, and seemingly provide incumbent managers and state agencies with additional power. The main objectives of the current project are to (1) increase understanding of effects of the current Bankruptcy law, using available data on performance of industrial enterprises, regional laws and policies, and structure of ownership; (2) provide law- and policymakers with clear understanding of work of bankruptcy law in terms of incentives for parties involved; (3) design appropriate procedures to replace those that do not work properly within the current law; and (4) develop a unifying framework for discussion of bankruptcy issues between academics, on one side, and policymakers, on the other.

Denisova, Irina

\$26,004.58

Russia (Moscow City)

Supports teaching and research work at RECEP (CEFIR) and the NES in the year 2001.

Kislitsyna, Olga

\$12,900.00

Russia (Moscow City)

Analysis of income inequality is often applied to the case of measuring total income inequality in a given population. However it is more interesting and useful to make empirical analyses of factors associated with rising income differences of population. This paper examines the causes of inequality growth in Russia during transition. Using RLMS data author tries to assess the contribution of different income sources to total income inequality and define what household features responsible for the income inequality and its change?

EERC Economics Research Competition in Russia

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Sloev, Igor

\$367.25

Russia (St. Petersburg City)

For participation in the seminar "Estimation and inference in Econometrics"

Maltseva, Inna

\$389.66

Russia (Sverdlovsk Oblast)

For participation in the seminar "Estimation and inference in Econometrics"

Kozlov, Konstantin

\$8,650.00

Russia (Moscow City)

This project conducts an empirical investigation to identify the effect of spillovers from export activity of enterprises with foreign participation (fully owned and joint ventures) on the export potential of domestic firms. Panel

data analysis will be implemented based on a five-year data set (from 1993 to 1997) comprising more than 40,000 Russian industrial enterprises.

Manaenkov, Daniil

\$7,150.00

Russia (Moscow Oblast)

This project conducts an empirical investigation to identify the effect of spillovers from export activity of enterprises with foreign participation (fully owned and joint ventures) on the export potential of domestic firms. Panel data analysis will be implemented based on a five-year data set (from 1993 till 1997) comprising more than 40,000 Russian industrial enterprises.

Kryukovskaya, Olga

\$355.80

Russia (St. Petersburg City)

For participation in the seminar "Estimation and Inference in Econometrics"

Krotova, Anna

\$355.80

Russia (St. Petersburg City)

For participation in the seminar "Estimation and inference in Econometrics"

Shinkevich, Andrey

\$13,750.00

Russia (Perm Oblast)

This project aims to (1) explain the forces that lead to dollarization in Russia, (2) analyze the cost and benefits of dollarization, (3) design a policy aimed at reducing dollarization, and (4) predict the consequences of making dollarization official.

Kossenko, Aleksander

\$338.52

Russia (St. Petersburg City)

For participation in the seminar "Estimation and inference in Econometrics"

Glushchenko, Konstantin

\$541.86

Russia (Novosibirsk Oblast)

For participation in the seminar "Estimation and inference in Econometrics"

Savvateev, Alexey

\$12,900.00

Russia (Moscow City)

A game-theory model is constructed that describes the interactions between delinquents and a punishing authority when the level of law violation is a continuous parameter. Natural solution concepts are discussed and equilibria

are analyzed. The results obtained will be used in determining the optimal deterrence strategy in a number of special cases.

Sonin, Constantin

\$12,900.00

Russia (Moscow City)

The project aims at studying, from both theoretical and empirical perspective, public tenders that impose additional conditions to be satisfied by the winner. This study provides a framework for understanding allocative and revenue efficiency of many auctions and tenders taking place in Russia during transition.

Spryskov, Dmitry

\$12,900.00

Russia (Kostroma Oblast)

The aim of this work is to determine the character of longer-term poverty in Russia and to estimate the major micro and macro factors determining permanent poverty of a household, as well as the main beginning/exit events.

Levendorsky, Sergey

\$13,400.00

Russia (Rostov Oblast)

A search-theoretical model of Russian Virtual Economy is constructed. The three sectors are effective firms, ineffective firms, and the energy sector. It is assumed that the government induces the energy sector to implicitly subsidize ineffective firms, and agents of the energy sector can agree on the policy of issuing and redemption of money substitutes. The model will describe the interaction of money and money substitutes, the distortions of the price system, and transfer of value among sectors.

Agapov, Stanislav

\$3,600.00

Russia (Rostov Oblast)

A search-theoretical model of Russian Economy is constructed. The three sectors are effective firms, ineffective firms, and the energy sector. It is assumed that the government induces the energy sector to implicitly subsidize ineffective firms, and agents of the energy sector can agree on the policy of issuing redemption of money substitutes. The model will describe the interaction of money and money substitutes, the distortions of the price system, and transfer of value among sectors.

Levendorsky, Sergey

\$581.34

Russia (Rostov Oblast)

Participation in the 9th EERC Research Workshop

Agapov, Stanislav

\$581.34

Russia (Rostov Oblast)

For participation in the 9th EERC Research Workshop

Balash, Vladimir

\$2,610.00

Russia (Saratov Oblast)

The high degree of uncertainty of economic development in Russia consists in limitation of planning horizon. The project aims at estimating the length of planning horizon, its changes in different periods, and its influence on the dynamics of consumption and savings.

Balash, Vladimir

\$559.70

Russia (Saratov Oblast)

For participation in the 9th EERC Research Workshop

Balash, Olga

\$2,610.00

Russia (Saratov Oblast)

The purpose of this project is a theoretical and empirical investigation of interregional competition in the banking industry in Russia. We want to show that concentration of credit establishments is higher in larger regions. Consequently, the banks from larger regions have competitive advantages with respect to those situated in smaller regions. The degree of competition in a regional market for credit is determined by the size of the region and the level of its integration in the all-Russian market. Understanding the determinants of market structure in banking will help the understanding of the behavior of interest rates and interest rate spreads across regions of Russia.

Balash, Olga

\$560.04

Russia (Saratov Oblast)

For participation in the 9th EERC Research Workshop

Akhmitzyanov, Ramzis

\$2,760.00

Russia (Bashkortostan Republic)

The aim of the project is to estimate gross flows of labor force in its primary and dual forms, as well as urban unemployment in a large industrial city. A model of market segmentation is used. Adjustment of flow estimates for bias is based on fitting multinomial models. Transition in employment status is modeled as a semi-markov process with spatial settings, taking into account urban geometry.

Akhmitzyanov, Ramzis

\$712.26

Russia (Bashkortostan Republic)

For participation in the 9th EERC Research Workshop

Rossinskaya, Galina

\$693.42

Russia (Bashkortostan Republic)

Participation in the 9th EERC Research Workshop

Kovalenko, Aleksey**\$2,000.00****Russia (Samara Oblast)**

Models of dispersed one-good markets are considered, with a finite number of inter-connected local markets. The markets can be located at large distances, in different territorial units. We look at the equilibrium conditions of such models, as well as their stability and convergence. Computer simulation will also be part of the project.

Kovalenko, Aleksey**\$575.50****Russia (Samara Oblast)**

For participation in the 9th EERC Research Workshop

Suslov, Victor**\$755.38****Russia (Novosibirsk Oblast)**

For participation in the 9th EERC Research Workshop

Ossadchy, Maksim**\$755.38****Russia (Novosibirsk Oblast)**

For participation in the 9th EERC Research Workshop

Polishchuk, Elena**\$500.00****Russia (Udmurt Republic)**

Theoretical and empirical models are constructed to investigate how health is affected by the individual decision on labor supply. Data provided by a longitudinal household survey and regional social-economic monitoring are used for the empirical analysis.

Shnyrev, Maksim**\$2,110.00****Russia (Udmurt Republic)**

Theoretical and empirical models are constructed to investigate how health is affected by the individual decision on labor supply. Data provided by a longitudinal household survey and regional social-economic monitoring are used for the empirical analysis.

Khaleeva, Yuliya**\$12,900.00****Russia (Moscow City)**

Starting from 1980-s the problem of greenhouse effect has turned into one of the most actively discussed environmental problems. The studies are usually based on the USA or European data. The object of this investigation is to obtain a quantitative estimate of the impact of global warming on Russian economy.

Akhmedov, Akhmed**\$2,500.00****Russia (Moscow City)**

This project is aimed to study the relationship of banks with Russian enterprises. Our special interest is on the influence of regional officials on bank loan distribution. We also plan to develop further a model to investigate the effect of debt overhang on the incentives of enterprise managers. Empirical research will be carried out using balance sheets of Russian enterprises covering the period 1996-1999.

Kolomak, Evgenia**\$5,000.00****Russia (Novosibirsk Oblast)**

Effectiveness of Russian Bankruptcy law, which was supposed to improve corporate governance and enhance restructuring of Russian enterprises, is undermined by the political capture of regional arbitration courts by the regional authorities. Governors in alliance with managers of large regional enterprises use bankruptcy procedure as a mechanism for expropriation of the federal government and outside investors. Recent amendments to the Bankruptcy law, formally motivated by the apparent inefficiencies of current bankruptcy practice, fail to improve creditors' protection, and seemingly provide incumbent managers and state agencies with additional power. The main objectives of the current project are to (1) increase understanding of effects of the current Bankruptcy law, using available data on performance of industrial enterprises, regional laws and policies, and structure of ownership; (2) provide law- and policy makers with clear understanding of work of bankruptcy law in terms of incentives for parties involved; (3) design appropriate procedures to replace those that do not work properly within the current law; and (4) develop a unifying framework for discussion of bankruptcy issues between academics, on one side, and policy makers, on the other.

Ruzhanskaya, Lyudmila**\$4,000.00****Russia (Sverdlovsk Oblast)**

Effectiveness of Russian Bankruptcy law, which was supposed to improve corporate governance and enhance restructuring of Russian enterprises, is undermined by the political capture of regional arbitration courts by the regional authorities. Governors in alliance with managers of large regional enterprises use bankruptcy procedure as a mechanism for expropriation of the federal government and outside investors. Recent amendments to the Bankruptcy law, formally motivated by the apparent inefficiencies of current bankruptcy practice, fail to improve creditors' protection, and seemingly provide incumbent managers and state agencies with additional power. The main objectives of the current project are to (1) increase understanding of effects of the current Bankruptcy law, using available data on performance of industrial enterprises, regional laws and policies, and structure of ownership; (2) provide law- and policymakers with clear understanding of work of bankruptcy law in terms of incentives for parties involved; (3) design appropriate procedures to replace those that do not work properly within the current law; and (4) develop a unifying framework for discussion of bankruptcy issues between academics, on one side, and policymakers, on the other.

Yudashkina, Galina**\$4,000.00****Russia (Novosibirsk Oblast)**

Effectiveness of Russian Bankruptcy law, which was supposed to improve corporate governance and enhance restructuring of Russian enterprises, is undermined by the political capture of regional arbitration courts by the

regional authorities. Governors in alliance with managers of large regional enterprises use bankruptcy procedure as a mechanism for expropriation of the federal government and outside investors. Recent amendments to the Bankruptcy law, formally motivated by the apparent inefficiencies of current bankruptcy practice, fail to improve creditors' protection, and seemingly provide incumbent managers and state agencies with additional power. The main objectives of the current project are to (1) increase understanding of effects of the current Bankruptcy law, using available data on performance of industrial enterprises, regional laws and policies, and structure of ownership; (2) provide law- and policymakers with clear understanding of work of bankruptcy law in terms of incentives for parties involved; (3) design appropriate procedures to replace those that do not work properly within the current law; and (4) develop a unifying framework for discussion of bankruptcy issues between academics, on one side, and policymakers, on the other.

Makrushin, Aleksey

\$1,500.00

Russia (Moscow City)

Effectiveness of Russian Bankruptcy law, which was supposed to improve corporate governance and enhance restructuring of Russian enterprises, is undermined by the political capture of regional arbitration courts by the regional authorities. Governors in alliance with managers of large regional enterprises use bankruptcy procedure as a mechanism for expropriation of the federal government and outside investors. Recent amendments to the Bankruptcy law, formally motivated by the apparent inefficiencies of current bankruptcy practice, fail to improve creditors' protection, and seemingly provide incumbent managers and state agencies with additional power. The main objectives of the current project are to (1) increase understanding of effects of the current Bankruptcy law, using available data on performance of industrial enterprises, regional laws and policies, and structure of ownership; (2) provide law- and policymakers with clear understanding of work of bankruptcy law in terms of incentives for parties involved; (3) design appropriate procedures to replace those that do not work properly within the current law; and (4) develop a unifying framework for discussion of bankruptcy issues between academics, on one side, and policymakers, on the other.

Drougov, Mikhail

\$1,500.00

Russia (Moscow City)

Effectiveness of Russian Bankruptcy law, which was supposed to improve corporate governance and enhance restructuring of Russian enterprises, is undermined by the political capture of regional arbitration courts by the regional authorities. Governors in alliance with managers of large regional enterprises use bankruptcy procedure as a mechanism for expropriation of the federal government and outside investors. Recent amendments to the Bankruptcy law, formally motivated by the apparent inefficiencies of current bankruptcy practice, fail to improve creditors' protection, and seemingly provide incumbent managers and state agencies with additional power. The main objectives of the current project are to (1) increase understanding of effects of the current Bankruptcy law, using available data on performance of industrial enterprises, regional laws and policies, and structure of ownership; (2) provide law- and policymakers with clear understanding of work of bankruptcy law in terms of incentives for parties involved; (3) design appropriate procedures to replace those that do not work properly within the current law; and (4) develop a unifying framework for discussion of bankruptcy issues between academics, on one side, and policymakers, on the other.

Kushlyanskaya, Yuliya**\$1,500.00****Russia (Moscow City)**

Effectiveness of Russian Bankruptcy law, which was supposed to improve corporate governance and enhance restructuring of Russian enterprises, is undermined by the political capture of regional arbitration courts by the regional authorities. Governors in alliance with managers of large regional enterprises use bankruptcy procedure as a mechanism for expropriation of the federal government and outside investors. Recent amendments to the Bankruptcy law, formally motivated by the apparent inefficiencies of current bankruptcy practice, fail to improve creditors' protection, and seemingly provide incumbent managers and state agencies with additional power. The main objectives of the current project are to (1) increase understanding of effects of the current Bankruptcy law, using available data on performance of industrial enterprises, regional laws and policies, and structure of ownership; (2) provide law- and policymakers with clear understanding of work of bankruptcy law in terms of incentives for parties involved; (3) design appropriate procedures to replace those that do not work properly within the current law; and (4) develop a unifying framework for discussion of bankruptcy issues between academics, on one side, and policymakers, on the other.

Lukyanova, Anna**\$1,200.00****Russia (Ulyanovsk Oblast)**

The project aims to inquire into the magnitude, determinants, and consequences of changes in employment in the service sector. Data from 1994-1998 waves of RLMS are used. The econometric analysis tests the following hypotheses: (1) Female, more educated and young workers have higher probability to have primary jobs in the service-sector. In transitional economies, larger increases in the service-sector employability over time are expected for male and less educated workers; (2) Two subgroups of population: first, "male+more educated+aged 30-40+married+with dependents," and second "female+less educated+single-parent" have higher probability to have supplementary/casual jobs in the service-sector; and (3) There exists a trade-off between the quality and the quantity of employment in the service sector.

Arzhenovsky, Sergey**\$1,200.00****Russia**

On the basis of RLMS data on education, a discrete selection econometric model is constructed. A comparative analysis of the factors determining selection of an education level depending on sex, demographic group, year of sample is conducted. The models are corrected for unobservable variables that may determine biases of selection dynamics. In addition, an empirical analysis of the factors influencing the dynamics of retraining in a transition economy is undertaken.

Khutoretsky, Alexander**\$544.88****Russia (Novosibirsk Oblast)**

For participation in EERC methodological seminar "Economics of Regulation" in October 2000.

Molchanov, Igor

\$381.31

Russia (Rostov Oblast)

For participation in the seminar "The Empirical Methods in Labor Economics"

Lugacheva, Larissa

\$528.60

Russia (Novosibirsk Oblast)

For participation in the seminar "The Empirical Methods in Labor Economics"

Balash, Olga

\$321.42

Russia (Saratov Oblast)

For participation in the seminar "The Empirical Methods in Labor Economics"

Dorofeev, Evgeny

\$342.18

Russia (St. Petersburg City)

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000.

Lukyanova, Anna

\$320.73

Russia (Ulyanovsk Oblast)

For participation in the seminar "The Empirical Methods in Labor Economics"

Arzhenovsky, Sergey

\$339.29

Russia (Rostov Oblast)

For participation in the seminar "The Empirical Methods in Labor Economics"

Podolnaya, Natalya

\$511.99

Russia

For participation in the seminar "The Empirical Methods in Labor Economics"

Krutikov, Dmitry

\$462.30

Russia (Sverdlovsk Oblast)

For participation in the seminar "The Empirical Methods in Labor Economics"

Borisov, Gleb

\$323.20

Russia (St. Petersburg City)

For participation in the seminar "The Empirical Methods in Labor Economics"

Dorofeev, Evgeny

\$546.19

Russia (Novosibirsk Oblast)

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000

Shevchuk, Dmitry

\$305.99

Russia (St. Petersburg City)

For participation in the seminar "The Empirical Methods in Labor Economics"

Blam, Inna

\$546.19

Russia (Novosibirsk Oblast)

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000

Shakhnovich, Ruvim

\$517.47

Russia (Novosibirsk Oblast)

For participation in the seminar "The Empirical Methods in Labor Economics"

Belokozova, Marina

\$331.86

Russia (Karelian Republic)

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000

Yudashkina, Galina

\$517.47

Russia (Novosibirsk Oblast)

For participation in the seminar "The Empirical Methods in Labor Economics"

Journalists Union of Moldova

\$354.60

Russia (Rostov Oblast)

For participation in the seminar "The Empirical Methods in Labor Economics"

Smirnykh, Larissa

\$314.49

Russia (Voronezh Oblast)

For participation in the seminar "The Empirical Methods in Labor Economics"

Saveliev, Peter

\$338.18

Russia (St. Petersburg City)

For participation in the seminar "The Empirical Methods in Labor Economics"

Kolomak, Evgenia

\$565.66

Russia (Novosibirsk Oblast)

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000.

Kokina, Elena

\$352.35

Russia (Rostov Oblast)

For participation in the seminar "The Empirical Methods in Labor Economics"

Lapo, Valentina

\$3,410.00

Russia (Krasnoyarsk Krai)

The purpose of the project is to explain the dynamics and spatial distribution of capital investments in the real sector of the Russian economy during transition. The analysis concerns the determinants of capital flows. The investment process can be determined by factors like existing capacities, sources of investment, technological changes, and income distribution in conditions of economic transformation. Empirical analysis is conducted on panel data, using an econometric model of simultaneous equations.

Shulgin, Sergey

\$329.76

Russia (Nizhny Novgorod Oblast)

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000.

Akhmetov, Aktan

\$574.70

Russia (Novosibirsk Oblast)

For participation in the seminar "Estimation and inference in Econometrics"

Ingster, Anna

\$356.11

Russia (St. Petersburg City)

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000.

Moskalyonov, Sergei

\$348.39

Russia (Ulyanovsk Oblast)

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000.

Liubimova, Ekaterina

\$486.91

Russia (Novosibirsk Oblast)

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000.

Spiridonova, Tatyana

\$323.84

Russia (Nizhny Novgorod Oblast)

For participation in the seminar "The Empirical Methods in Labor Economics"

Sloev, Igor

\$356.11

Russia (St. Petersburg City)

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000.

Ingster, Anna

\$328.17

Russia (St. Petersburg City)

For participation in the seminar "The Empirical Methods in Labor Economics"

Akhmitzyanov, Ramzis

\$474.21

Russia (Bashkortostan Republic)

For participation in the seminar "The Empirical Methods in Labor Economics"

Shakhnovich, Ruvim

\$582.58

Russia (Novosibirsk Oblast)

For participation in the seminar "Estimation and inference in Econometrics"

Runov, Anton

\$252.21

Russia (Nizhny Novgorod Oblast)

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000.

Blinova, Tatyana

\$254.07

Russia (Saratov Oblast)

For participation in the seminar "The Empirical Methods in Labor Economics"

Yudashkina, Galina

\$562.76

Russia (Novosibirsk Oblast)

For participation in the seminar "Estimation and inference in Econometrics"

Kravtsov, Vassily

\$381.66

Russia (Rostov Oblast)

For participation in the seminar "Estimation and inference in Econometrics"

Gradoselskaya, Galina

\$10,200.00

Russia (Moscow City)

The purpose of the research is to build the structural-behavioral model, which will explain motives of giving private transfers in the interfamily exchange. Application of the network methods makes it possible to expand the conclusions on more groups of population. One of the project's objectives is to study the dynamics of motives and of the private transfer exchange's structure using the data of already carried out surveys and the data, obtained after conducting of the special investigation.

Gantman, Elena

\$5,600.00

Russia (Moscow City)

The purpose of the research is to build the structural-behavioral model, which will explain motives of giving private transfers in the interfamily exchange. Application of the network methods makes it possible to expand the conclusions on more groups of population. One of the project's objectives is to study the dynamics of motives and of the private transfer exchange's structure using the data of already carried out surveys and the data, obtained after conducting of the special investigation.

Saveliev, Peter

\$367.25

Russia (St. Petersburg City)

For participation in the seminar "Estimation and inference in Econometrics"

Shulgin, Sergey

\$351.54

Russia (Nizhny Novgorod Oblast)

For participation in the seminar "Estimation and inference in Econometrics"

Kondratyeva, Elena**\$13,900.00****Russia (Novosibirsk Oblast)**

It is well known that the rate of wage arrears in the coal industry is higher than on average in Russia. This study attempts to capture the industry-specific factors that affect the accumulation of wage arrears and statistically evaluate the magnitude of their effect on the accumulation of arrears in the coal-producing regions of Russia.

Bezlepkina, Irina**\$331.12****Russia (Moscow City)**

For participation in the seminar "Estimation and inference in Econometrics"

Melnik, Valentin**\$339.87****Russia (Pskov Oblast)**

For participation in the seminar "Estimation and inference in Econometrics"

Glazyrin, Vassily**\$718.07****Russia (Chita Oblast)**

For participation in the seminar "Estimation and inference in Econometrics"

Malyutina, Marina**\$7,900.00****Russia (Moscow City)**

This project is aimed to study the determinants of insolvency of banking institutions in Russia. A model of a bank operating under weak prudential requirements, lack of good assets and high risks of traditional banking (poor borrower quality or high costs of monitoring) is constructed. The model will be tested on data on Russian banks for the period 1996-1999.

Parilova, Svetlana**\$7,900.00****Russia (Novosibirsk Oblast)**

This project is aimed to study the determinants of insolvency of banking institutions in Russia. A model of a bank operating under weak prudential requirements, lack of good assets and high risks of traditional banking (poor borrower quality or high costs of monitoring) is constructed. The model will be tested on data on Russian banks for the period 1996-1999.

Polishchuk, Elena**\$570.60****Russia (Udmurt Republic)**

For participation in the 9th EERC Research Workshop

Shnyrev, Maksim

\$570.78

Russia (Udmurt Republic)

For participation in the 9th EERC Research Workshop

Varshavsky, Alexander

\$2,500.00

Russia (Moscow City)

Using economic modeling and a vast data set, we look at convergence of indicators of wage differentiation between Russian regions in the R&D sector. In addition, we identify factors determining rates of return to human capital, as well as levels and flows of the labor force, taking into account qualitative and gender characteristics.

Dorofeev, Evgeny

\$562.74

Russia (St. Petersburg City)

Participation in the 9th EERC Research Workshop

Poleshchuk, Viktoriya

\$2,000.00

Russia (Moscow City)

The goal of this project is the analysis of monetary financing of budget deficit in Russia. For this purpose, we plan to calculate the rate of inflation that would yield the maximum revenue from seigniorage for the Russian economy and to estimate the costs of higher inflation.

Matveenko, Vladimir

\$8,126.00

Russia (St. Petersburg City)

Based on the theoretical modeling and on the panel data of the Russian Longitudinal Monitoring Survey (RLMS) for 1994-2000 and on the data of a survey to be conducted the factors determining labor supply in the old sector of the Russian economy will be identified. The influence of secondary employment on labor supply will be examined.

Saveliev, Peter

\$8,874.00

Russia (St. Petersburg City)

Based on theoretical modeling and on the panel data of the Russian Longitudinal Monitoring Survey (RLMS) for 1994-2000 and on the data of a survey to be conducted the factors determining labor supply in the old sector of the Russian economy will be identified. The influence of secondary employment on labor supply will be examined.

Saveliev, Peter

\$579.14

Russia (St. Petersburg City)

Participation in the 9th EERC Research Workshop

Melnik, Valentin

\$549.45

Russia (Pskov Oblast)

Participation in the 9th EERC Research Workshop

Kovalev, Sergey

\$1,000.00

Russia (Novosibirsk Oblast)

The paper discusses the issue of the self-emergence of market relations within a traditional economy. The difficulties with modeling of such processes are discussed. The main difficulty is the fact that the most fundamental principles of economic behavior in traditional and market economies differ greatly. It is argued that the evolutionary games approach is well-suited to model such drastic switches in behavior. A model of evolutionary dynamics is presented. It is built using blocks commonly used in the literature on rent-seeking and corruption. The agents' behavior in the model demonstrates a quite complex dynamics (limiting cycles). However, this dynamics has a nice graphic interpretation. Also, the limiting cycles demonstrate the main features of so-called "dynasty cycles" described verbally in the literature on traditional economies.

Kovalev, Sergey

\$766.47

Russia (Novosibirsk Oblast)

Participation in the 9th EERC Research Workshop

Kosenok, Grigory

\$562.66

Russia (Bryansk Oblast)

For participation in the 9th EERC Research Workshop

Goncharova, Natalya

\$2,500.00

Russia (Stavropol Krai)

The project is aimed at explaining why a strong dependence of personal part-time farms on public enterprises is observed in Russian villages, and finding possible incentives for the expansion of these farms and their transformation into family farms. Our methodology of research is based on questionnaires, and theoretical modeling.

Goncharova, Natalia

\$674.30

Russia (Stavropol Krai)

For participation in the 9th EERC Research Workshop

Aistov, Andrey

\$533.55

Russia

For participation in the 9th EERC Research Workshop

Sloev, Igor

\$1,000.00

Russia (St. Petersburg City)

The project considers optimal behavior of the government from the point of view the balance between economic and social objectives. A governmental subsidy to a firm is considered as a tool for decreasing social tension and the problem of the optimal combination of an implicit and an explicit social welfare system is analyzed.

Sloev, Igor

\$562.15

Russia (St. Petersburg City)

For participation in the 9th EERC Research Workshop

Moskalionov, Sergey

\$2,000.00

Russia (Ulyanovsk Oblast)

A simple static general equilibrium model is presented, which includes taxes and government expenditure. The specificity of a transitive economy is captured in an aggregate utility function with a variable share of private ownership in the economy. Increasing the share of private ownership during the transition period can be seen as taking place at each individual firm's level. Gradual changing in ownership causes a change in each firm's objective, with a higher weight on profit maximization when the share of private ownership is higher. Comparative static analysis is undertaken to investigate the influence of tax changes on the marginal effect of privatization.

Moskalionov, Sergey

\$568.80

Russia (Ulyanovsk Oblast)

For participation in the 9th EERC Research Workshop

Zhelobodko, Evgueny

\$2,750.00

Russia (Novosibirsk Oblast)

Using a vector autoregression model, unit roots, and co-integration methods, we analyze a panel data on GDP per capita and price level, as well as inflation and economic growth rates.

Zhelobodko, Evgueny

\$766.47

Russia (Novosibirsk Oblast)

For participation in the 9th EERC Research Workshop

Kadochnikov, S.

\$1,350.00

Russia (Sverdlovsk Oblast)

The aim of this project is an empirical investigation of the determinants of the foreign direct investment spillovers for the Russian companies at the industrial and regional levels. Technological differences between foreign and national firms, the rate of market concentration, foreign participation in a company, and the type of the transferred technology are among the determinants of FDI spillover effects.

Kadochnikov, S.

\$759.76

Russia (Sverdlovsk Oblast)

For participation in the 9th EERC Research Workshop

Kulakova, Tatyana

\$744.68

Russia (Sverdlovsk Oblast)

For participation in the 9th EERC Research Workshop

Bezlepkina, Irina

\$1,000.00

Russia (Moscow City)

Limited own and external sources of financing result in agricultural production decline leading to losses. The project aims at investigating the impact of a shortage of short-term finance on output, measuring and analyzing losses, and exploring the opportunities to minimize losses of rural sector that are caused by imperfect financing.

Bezlepkina, Irina

\$535.27

Russia (Moscow City)

For participation in the 9th EERC Research Workshop

Ingster, Anna

\$13,500.00

Russia (St. Petersburg City)

The project provides a positive model of informal labor relationships in Russia within a dynamic contract approach. Rational behavior, when enforcement is not possible under the contract provisions, is studied.

Ingster, Anna

\$565.82

Russia (St. Petersburg City)

For participation in the 9th EERC Research Workshop

1.4 Competitive Responsive Financial Sector

The Northwest Russia Small Grants Initiative

The Eurasia Foundation's Moscow Regional Office administers a joint Norwegian-American small grants program in support of the development of democratic civil society and private enterprise in Northwest Russia. The program is co-funded by the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat. Its geographic focus includes the Leningrad, Murmansk and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, and the Republic of Karelia.

Smolensk Center for Support of Entrepreneurship

\$26,831.00

Russia (Murmansk Oblast)

To carry out a needs assessment in the field of microfinance in the Murmansk Oblast and conduct a feasibility study for a targeted microcredit initiative, scheduled for implementation by the Barents Secretariat and the Ministry of Foreign Affairs of Norway in 2001. The survey, which will be conducted in cooperation with the Sverdlovsk Oblast Entrepreneurship Support Center, will include analysis of relevant local and federal legislation, analysis of microfinance practices being used in the other regions of Russia, identification of potential implementers of the initiative, and more precise specification of the regions in the Murmansk oblast that will be targeted. Recommendations on a strategy for the targeted microcredit initiative will be developed based on the results of the survey.

Sverdlov Oblast Entrepreneurship Support Center

\$29,940.00

Russia (Murmansk Oblast)

To carry out a needs assessment in the field of microfinance in the Murmansk Oblast and conduct a feasibility study for a targeted microcredit initiative, scheduled for implementation by the Barents Secretariat and the Ministry of Foreign Affairs of Norway in 2001. The survey, which will be conducted in cooperation with the Smolensk Center for Support of Entrepreneurship, will include analysis of relevant local and federal legislation, analysis of microfinance practices being used in the other regions of Russia, identification of potential implementers of the initiative, and more precise specification of the regions in the Murmansk oblast that will be targeted. Recommendations on a strategy for the targeted microcredit initiative will be developed based on the results of the survey.

2.1 Citizen Political/Economic Participation

EERC Economics Research Competition in Russia

The Economics Education and Research Consortium (EERC) supports efforts to strengthen economics education and research capabilities in Russia and Ukraine. The EERC is supported by the Open Society Institute/Soros Foundation, the World Bank, the Ford Foundation, the Starr Foundation, the Carnegie Corporation of New York, the Norwegian Royal Ministry of Foreign Affairs, the Swedish Ministry of Foreign Affairs, and the Eurasia Foundation, which serves as the implementing agency. In Russia, the EERC conducts semi-annual research grant competitions in support of original policy-related research. This program solicits proposals which reflect themes relevant to current economic policy concerns in Russia's transition period. The program's long-term goal is to integrate Russian researchers into the international economics community.

Matveenko, Vladimir

\$577.23

Russia

Participation in the 9th EERC Research Workshop

NGO Resource Centers in Russia, Phase 3

The Charles Stewart Mott Foundation, the Ford Foundation, and the Eurasia Foundation awarded grants to support indigenous philanthropy and community-based initiatives through resource center efforts to build social partnerships for marshalling local resources to meet local needs. In the third year of the program, resource centers will work on legal and regulatory issues affecting philanthropy; promote practical models of philanthropic support to community organizations and programs; and provide assistance to other civic organizations in improving their financial and institutional development.

Eige Sakha Republic Ecological Educational Center

\$18,000.00

Russia (Sakha (Yakutia) Republic)

To develop local philanthropy by encouraging partnerships between non-governmental organizations (NGOs), businesses and local authorities. The project will produce several charitable activities and events in order to attract donors to finance a number of non-profit projects. Round-tables and a conference for government officials, NGO leaders and entrepreneurs will result in the creation of a Cross-Sector Commission to influence legislation pertaining to charity and philanthropy. The project is aimed at increasing the number of organizations and local resources participating in the development of local communities.

Firn Club**\$17,991.00****Russia (Buryat Republic)**

To develop cooperation among government, businesses and NGOs. The project will publish a catalogue of non-profit projects and host an exhibition to present them to potential donors. A grant competition to support youth NGOs operating in the rural districts will serve as a model for the transparent distribution of funds. Businessmen, government officials and NGO leaders will help judge and monitor the winning projects. The goal is to involve more organizations and local resources in implementing socially important programs.

Gradosphera Foundation**\$18,000.00****Russia (Sakha (Yakutia) Republic)**

To stimulate the development of local philanthropy in the region. The grantee will involve NGOs, government officials, journalists, philanthropists, and beneficiaries in the discussion of draft laws and decrees on charitable activities and the role of trustees. In addition, the project team will organize presentations of non-profit projects to attract donors and will provide training and consultations on fundraising for NGOs. The goal is to encourage cooperation among government, business and non-profits by reducing legal obstacles to philanthropic activities.

Sakhalin Initiatives Autonomous Noncommercial Organization**\$18,000.00****Russia (Sakhalin Oblast)**

To provide legal guarantees for allocating and distributing municipal budget funds for competitive funding of social projects by NGOs. In partnership with local journalists, the project will facilitate an exchange of information between the business community, local authorities and NGOs to objectively promote the worthiest projects, most professional implementers (NGOs) and most active donors. The grantee will also stimulate discussion among these groups about municipal grant regulations and of the Sakhalin regional law "On philanthropy". The project will contribute to the development of local funding sources, as well as to community involvement in solving social problems.

Altai Young Journalists**\$24,844.00****Russia (Altai Krai)**

To promote private giving and local philanthropy that addresses community needs. Grant-making and evaluation procedures will be developed, and a Barnaul-based corporation will finance several social projects selected through a grant competition. In total, 60,000 - 100,000 rubles in grants will be awarded. Along with the competition, a campaign will be conducted to raise private donations. The results of both events will be made available in a series of publications and on the Internet.

Ural Support Center for Non-Governmental Organizations**\$23,173.00****Russia (Perm Oblast)**

To foster mechanisms that will mobilize local resources to support community development by designing models of financing social projects on a competitive basis with funds from the private sector, the local administration and private contributions in small cities of the Perm oblast. The grantee will conduct consultations, seminars and

trainings, will develop the necessary legal documents, and will conduct the first competitions in the region according to the models developed. Project results will be published and distributed throughout Perm and the Perm oblast.

Lana Public Association

\$17,972.00

Russia (Sverdlovsk Oblast)

To promote indigenous support for projects aimed at solving community problems by developing mechanisms for municipal grantmaking and social contracting, and through targeted work with local businesses to increase their philanthropic activities. The grantee will organize and administer a municipal grant competition (with a grant budget of about \$10,000) and a tender for social contracting (with a budget of about \$3,000). In addition, several projects that address pressing social problems will be financed by local businesses with administrative support provided by the grantee.

Vozrozhdenie Center for Social Projection

\$17,996.00

Russia (Pskov Oblast)

To improve the legal environment for non-governmental organizations by drafting three bills aimed at creating a sound legal basis for the development of social partnerships in the region. The grantee will also work with bodies of local self-government to increase their support for NGOs' activities, and create charitable councils in a number of the regions of Pskov. Individual consultations, informational support, and training will help regional NGOs increase the quality of their services and the effectiveness of their projects.

Center of Non-profit Organizations of Chelyabinsk

\$11,717.00

Russia (Chelyabinsk Oblast)

To develop mechanisms that will mobilize local resources to support community development by conducting a grant competition focused on social issues and supported by funds from businesses and the local administration. The project also aims to develop the demand for social services provided by NGOs among municipal and unitary enterprises. Contracts for such services will be developed, and the local administration will provide support in establishing contacts between firms and NGOs. In order to facilitate the further development of the project, research will be conducted to assess both the current state of philanthropy in the region and the capacity of local NGOs to provide social services.

St. Petersburg NGO Development Center

\$17,597.00

Russia (St. Petersburg City)

To strengthen social partnerships between bodies of local self-government and community-based non-governmental organizations through implementation of six model projects aimed at solving social problems in six regions of St. Petersburg. In the preparatory phase of the project consultations and hands-on training will be provided to potential partner organizations, and relevant legal documents and sample contracts will be developed. The results of the project will be highlighted in a final brochure to be published on the Internet, and in a flyer that will be distributed among NGOs and self-governmental organizations.

Fortuna-med Tobolsk Public Organization**\$17,961.00****Russia (Tyumen Oblast)**

To develop corporate philanthropy among local small and medium businesses as well as larger, interregional enterprises operating in the Tobolsk region through competition-based financing of social projects. The project also aims to overcome legal barriers to the development of local philanthropy by drafting amendments to local laws that will help stimulate philanthropic activity in the region. Social organizations will receive consultations and training to improve their efficiency in service provision and to strengthen their institutional development.

Partnership for Development, Association**\$17,264.00****Russia (Saratov Oblast)**

To promote corporate philanthropy and increase support for nongovernmental organizations by holding a competition of projects submitted by NGOs to be financed by local businesses. The grantee will also work to improve the legal environment for nongovernmental organizations by drafting two bills aimed at creating a sound legal basis for the development of social partnership in the region. Project results, including the most important documents drafted during the course of the grant, will be published on the Internet as well as in the form of recommendations.

DANKO Vladimir Regional Public Organization**\$24,156.00****Russia (Vladimir Oblast)**

To foster mechanisms that will mobilize local resources to address community development issues by implementing municipal social grantmaking in small cities of the Vladimirskaya Oblast, and soliciting support from local businesses of projects that address pressing social problems. Project implementers will also work to increase the role of NGO governance bodies, such as boards of trustees, to increase the sustainability of local NGOs and the effectiveness of their projects. A brochure and other informational materials covering the methodology and results of the project will be published and distributed among various sectors of the community.

The Northwest Russia Small Grants Initiative

The Eurasia Foundation's Moscow Regional Office administers a joint Norwegian-American small grants program in support of the development of democratic civil society and private enterprise in Northwest Russia. The program is co-funded by the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat. Its geographic focus includes the Leningrad, Murmansk, and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, and the Republic of Karelia.

Institute of Applied Mathematical Research

\$20,794.00

Russia (Karelian Republic)

To increase the transparency and responsiveness of local self-government by creating a "virtual public forum" as part of the official Internet site of the city administration. The forum will improve communication between residents and local officials by creating a mechanism for users to submit inquiries and receive responses from city employees, and by making information about the programs and activities of the local administration more accessible to the public.

Tajikistan

Non-U.S. Government Grants

1.2 Fiscal Policies & Management Practices

Economics Education and Research Consortium

The Economics Education and Research Consortium (EERC) supports efforts to strengthen economics education and research capabilities in Russia and Ukraine. The EERC is supported by the Open Society Institute/Soros Foundation, the World Bank, the Ford Foundation, the Starr Foundation, the Carnegie Corporation of New York, the Norwegian Royal Ministry of Foreign Affairs, the Swedish Ministry of Foreign Affairs, and the Eurasia Foundation, which serves as the implementing agency.

Avezov, Azizullo

\$1,920.00

Tajikistan

The project aims at a detailed study of the effects of exchange rate policy with fixed and floating rates on the scale and character of economic recession in transitional period. We assume that during the transitional period there exists some optimal exchange rate policy that permits alleviation of the transformational recession and ensures quicker creation of preconditions for the economic growth. The study compares data on three Central Asian countries holding different currency policies: Tajikistan, the Kyrgyz Republic (floating), and Uzbekistan (fixed).

EERC Economics Research Competition in Russia

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Avezov, Azizullo

\$1,344.13

Tajikistan

The project aims at a detailed study of the effects of exchange rate policy with fixed and floating rates on the scale and character of economic recession in transitional period. We assume that during the transitional period there exists some optimal exchange rate policy that permits alleviation of the transformational recession and ensures quicker creation of preconditions for the economic growth. The study compares data on three Central Asian countries holding different currency policies: Tajikistan, the Kyrgyz Republic (floating), and Uzbekistan (fixed).

Avezov, Azizullo

\$730.00

Tajikistan

For participation in the Transition Economics Research Network Workshop

Turkmenistan

Non-U.S. Government Grants

1.2 Fiscal Policies & Management Practices

EERC Economics Research Competition in Russia

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Oraeva, Ayna

\$1,344.13

Turkmenistan (Ashgabad City)

An investigation of development and the revelation of regional peculiarities of the population's consumption on the base of the budgetary inspection of households in 1992-1999. Building of dynamic lines of consumption and the facts which do influence its character. As a result, mathematical models are to be built for different groups of the population.

Oraeva, Ayna

\$869.96

Turkmenistan (Ashgabad City)

For participation in the Transition Economics Research Network Workshop

Ukraine

Non-U.S. Government Grants

1.2 Fiscal Policies & Management Practices

Economics Education and Research Consortium

The Economics Education and Research Consortium (EERC) supports efforts to strengthen economics education and research capabilities in Russia and Ukraine. The EERC is supported by the Open Society Institute/Soros Foundation, the World Bank, the Ford Foundation, the Starr Foundation, the Carnegie Corporation of New York, the Norwegian Royal Ministry of Foreign Affairs, the Swedish Ministry of Foreign Affairs, and the Eurasia Foundation, which serves as the implementing agency.

Maryanchik, Ivan

\$8,000.00

Ukraine (Kiev City)

Reforms effected Ukrainian economy, and nowadays one can observe quasi-market structures fairly liable to market forces. The comprehension of transition processes occurring in markets and industries nowadays would facilitate conducting effective antitrust policy. This research will disclose the relationship between market structure and performance. It will also bring together major factors that influence structure and performance as well as explain their roles in the conduct-structure-performance model. The essential questions to be answered are: "Does market structure matter in transition economy? What is the direction of causality in structure-performance interrelation? Which factors are crucial for performance?"

Repey, Vitaly

\$2,000.00

Ukraine (Kiev City)

This paper attempts to find the most efficient system of corporate governance in economic environment with poor institutions. Ukrainian corporate sector is analyzed as a case. The data of Ukrainian companies from different industry sectors and regions are used to test the effects of private ownership on enterprise restructuring and economic efficiency.

Verlanov, Yuri

\$1,000.00

Ukraine (Nikolaev Oblast)

The problem of regional inequality, so as the problem of poverty, is of global character. The growth of regional inequality, which now appears to be usual for the countries with transitional economies, impedes drastically their economic development. The authors investigate the methodology of inequality assessment; analyze the nature of the inequality evolution, system tendencies and factors of regional divergence during the period of post soviet economic transformation. With the aim of defining the factors of inequality growth an empirical comparative study is conducted for Ukraine and some other FSU countries. The results are interpreted to be used in social and economic policy developing both on regional and state levels.

Eremenko, Igor

\$1,500.00

Ukraine (Kiev City)

Choice of the foreign trade policy significantly influences path of economic development in the given country or region. The aim of this project is to analyze consequences of the foreign trade policy choice for CIS countries. Computable General Equilibrium model with several sectors of economy and regions of trade will do quantitative analysis. As the result of the model it will be possible to estimate consequences of trade policy on GDP, wealth, budget revenues, structural changes in production, trade, unemployment, etc. The project can help to choose the most favorable trade regime in CIS countries.

Issaenko, Aleksey

\$4,225.00

Ukraine (Kiev City)

The share of antidumping investigations against transition economies in the total number of investigations increased from 20 to over than 40 percent during the last decade. There are two opposite explanations of this trend among economists. One group argues that the growth of antidumping investigations is caused by direct and indirect subsidies to exporters in transition economies. Others see the main cause in the inability of transition economies to protect their interests in international trade. In this paper, the authors develop an econometric model that evaluates the comparative weight of each factor that influences the antidumping activity against transition economies. On the base of obtained results policy recommendations are designed to improve international trade efficiency.

Shcherbakov, Aleksandr

\$3,775.00

Ukraine (Kiev City)

The share of antidumping investigations against transition economies in the total number of investigations increased from 20 to over than 40 percent during the last decade. There are two opposite explanations of this trend among economists. One group argues that the growth of antidumping investigations is caused by direct and indirect subsidies to exporters in transition economies. Others see the main cause in the inability of transition economies to protect their interests in international trade. In this paper, the authors develop an econometric model that evaluates the comparative weight of each factor that influences the antidumping activity against transition economies. On the base of obtained results policy recommendations are designed to improve international trade efficiency.

Kudlyak, Marianna

\$7,368.67

Ukraine (Kiev City)

To support Marianna Kudlyak in her studies at the Harvard Ukrainian Research Institute as an EERC Citigroup Fellow during summer 2001. Citigroup Fellows are winners of a competition among first-year students of the EERC Master's Program in Economics at the National University Kyiv-Mohyla Academy.

EERC Economics Education and Research Grants in Ukraine

The Economics Education and Research Consortium (EERC) supports efforts to strengthen economics education and research capabilities in Russia and Ukraine. The EERC is supported by the Open Society Institute/Soros Foundation, the World Bank, the Ford Foundation, Pew Charitable Trusts, the Starr Foundation, and the Eurasia Foundation, which serves as the implementing agency. As part of its master's program in economics in Ukraine, the EERC sponsored a competition of papers on the "shadow market economy." Three winners were selected from 21 papers submitted under the competition.

Tsirennikov, Victor

\$7,368.67

Ukraine (Lvov Oblast)

To support Victor Tsirennikov in his studies at the Harvard Ukrainian Research Institute as an EERC Citigroup Fellow during summer 2001. Citigroup Fellows are winners of a competition among first-year students of the EERC Master's Program in Economics at the National University "Kyiv-Mohyla Academy."

EERC Economics Research Competition in Russia

The Economics Education and Research Consortium (EERC) supports efforts to strengthen economics education and research capabilities in Russia and Ukraine. The EERC is supported by the Open Society Institute/Soros Foundation, the World Bank, the Ford Foundation, the Starr Foundation, the Carnegie Corporation of New York, the Norwegian Royal Ministry of Foreign Affairs, the Swedish Ministry of Foreign Affairs, and the Eurasia Foundation, which serves as the implementing agency. In Russia, the EERC conducts semi-annual research grant competitions in support of original policy-related research. This program solicits proposals that reflect themes relevant to current economic policy concerns in Russia's transition period. The program's long-term goal is to integrate Russian researchers into the international economics community.

Dubrovsky, Vladimir

\$356.25

Ukraine (Kiev City)

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000.

Novoseletsky, Edward

\$349.61

Ukraine (Kiev City)

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000.

Dekhtyarchuk, Marta**\$353.55****Ukraine (Kiev City)**

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000.

Fedoriv, Yury**\$346.50****Ukraine (Kiev City)**

For participation in EERC Methodological Seminar "Economics of Regulation," October 2000.

Andreeva, Tatiana**\$1,344.13****Ukraine (Kiev City)**

This project aims at explaining company performance as a function of company ownership structure, industry, competition, market environment, including soft budget constraints; sources of financing, and restructuring. Conclusions on the project will be based on the econometric analysis of company performance for a data set of 1,500 Ukrainian OJSCs in 1997-1999.

Piontkovsky, Ruslan**\$1,344.13****Ukraine (Kiev City)**

Undeveloped capital markets are being mentioned as a reason for dollarization. In this project, I will try to test the relationship between dollarization and capital markets development on transition economies' data. Amended Thomas-Vegh portfolio balance model will be estimated on panel data. Independent variables would include indicator(s) of capital market development along with conventional relative return on assets and their riskiness.

Verlanov, Yuri**\$1,344.13****Ukraine (Nikolaev Oblast)**

The regional inequality impact on economic growth is investigated, and determinants of regional convergence in the countries where economics are under the deep transformation are analyzed. Particularly, the hypotheses concerning considered problems are formulated, the inequality measurement methodology is determined, its features under conditions of the deep transformation are empirically checked, the processes of convergence-divergence are modeled and the results of the analysis are interpreted in the terms of economic policy development.

Maryanchik, Ivan**\$1,344.13****Ukraine**

The project gives the explanation of the interdependence between market structure and industrial performance in transition. Market structure factors influencing performance will be outlined and analyzed. The cross-sectional analysis approach of the 150 industries' sample will be employed. The framework, simultaneous equation model, describes the nature of this interdependence. Market structure factors influencing performance will be outlined and analyzed.

Eremenko, Igor**\$1,344.13****Ukraine**

The aim of the project is to estimate consequences of the foreign trade policy choice for CIS countries. In the work author planning to simulate the choice of several scenarios. For quantitative analysis it is necessary to workout Computable General Equilibrium model, which would include several sectors of economy and regions of trade. As the result of the model we can estimate consequences of trade policy on GDP, wealth, budget revenues, structural changes in production, trade, unemployment, etc. The work can help to choose the most favorable trade regime in CIS countries.

Issaenko, Aleksey**\$1,344.13****Ukraine**

The share of antidumping investigations against transition economies in the whole number of investigations increased from 20% to over 40% during the last decade. There are two explanations of this trend. First: this is caused by both direct and indirect subsidies to exporters. Second: the main cause is the inability of transition economies to protect their interests in international trade. This investigation is to define factors influencing the susceptibility of transition economies to antidumping suits by means of econometric analysis.

Repey, Vitaly**\$1,344.13****Ukraine**

This paper attempts to find the most efficient system of corporate governance in economic environment with poor institutions. Ukrainian corporate sector is analyzed as a case. The data of Ukrainian companies from different industry sectors and regions are used to test the effects of private ownership on enterprise restructuring and economic efficiency.

Gorbachuk, Vassily**\$1,344.13****Ukraine**

After decade of economic decline, Ukraine was the latest among transition economies which managed to achieve economic growth. The hypotheses and preliminary estimates of that an incentive for economic growth in Ukraine and the neighboring countries was rather management of real money and real interest rate than management of exchange rate are suggested for examination on econometric models.

Maryanchik, Ivan**\$445.65****Ukraine**

For participation in the Transition Economics Research Network Workshop

Andreeva, Tatiana**\$8,000.00****Ukraine**

This project aims at explaining company performance as a function of company ownership structure, industry, competition, market environment, including soft budget constraints; sources of financing, and restructuring. Conclusions on the project will be based on the econometric analysis of company performance for a data set of 1,500 Ukrainian OJSCs in 1997-1999. This project aims to explain company performance as a function of company ownership structure, industry, competition, and market environment, including soft budget constraints and sources of financing and restructuring. Conclusions on the project will be based on the econometric analysis of company performance for a data set of 1,500 Ukrainian OJSCs in 1997-1999.

Andreeva, Tatiana**\$449.93****Ukraine**

For participation in the Transition Economics Research Network Workshop

Piontkovsky, Ruslan**\$7,200.00****Ukraine**

Undeveloped capital markets are being mentioned as a reason for dollarization. In this project, I will try to test the relationship between dollarization and capital markets development on transition economies' data. Amended Thomas-Vegh portfolio balance model will be estimated on panel data. Independent variables would include indicator(s) of capital market development along with conventional relative return on assets and their risk.

Piontkovsky, Ruslan**\$450.95****Ukraine**

For participation in the Transition Economics Research Network Workshop

Repey, Vitaly**\$435.90****Ukraine**

For participation in the Transition Economics Research Network Workshop

Pecherytsyn, Aleksandr**\$445.65****Ukraine**

For participation in the Transition Economics Research Network Workshop

Verlanov, Yuri**\$458.64****Ukraine (Nikolaev Oblast)**

For participation in the Transition Economics Research Network Workshop

Netudykhata, Konstantin

\$458.64

Ukraine (Nikolaev Oblast)

For participation in the Transition Economics Research Network Workshop

Eremenko, Igor

\$449.93

Ukraine

For participation in the Transition Economics Research Network Workshop

Issaenko, Aleksey

\$449.93

Ukraine

For participation in the Transition Economics Research Network Workshop

Shcherbakov, Aleksandr

\$449.93

Ukraine

For participation in the Transition Economics Research Network Workshop

Gorbachuk, Vassily

\$439.96

Ukraine

For participation in the Transition Economics Research Network Workshop

Domrachev, Vladimir

\$443.28

Ukraine

For participation in the Transition Economics Research Network Workshop

Uzbekistan

Non-U.S. Government Grants

1.2 Fiscal Policies & Management Practices

Economics Education and Research Consortium

The Economics Education and Research Consortium (EERC) supports efforts to strengthen economics education and research capabilities in Russia and Ukraine. The EERC is supported by the Open Society Institute/Soros Foundation, the World Bank, the Ford Foundation, the Starr Foundation, the Carnegie Corporation of New York, the Norwegian Royal Ministry of Foreign Affairs, the Swedish Ministry of Foreign Affairs, and the Eurasia Foundation, which serves as the implementing agency.

Salikhova, Flora

\$1,990.00

Uzbekistan (Tashkent City)

The coming unification of exchange rates in Uzbekistan, followed by the foreign exchange market liberalization, will affect both prices and the rates of inflation. Prices of those goods whose supply depend on the commercial exchange rate will go up, while domestically produced and marketed goods will probably become cheaper. The project aims at reporting of different groups of goods to either of these categories, and at the elaboration of economic policy advises intended to stop the vicious circle of self-sustainable inflation and devaluation.

EERC Economics Research Competition in Russia

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Salikhova, Flora

\$1,344.13

Uzbekistan (Tashkent City)

The coming unification of exchange rates in Uzbekistan, followed by the foreign exchange market liberalization, will affect both prices and the rates of inflation. Prices of those goods whose supply depend on the commercial exchange rate will go up, while domestically produced and marketed goods will probably become cheaper. The project aims at reporting of different groups of goods to either of these categories, and at the elaboration of economic policy advises intended to stop the vicious circle of self-sustainable inflation and devaluation.

Salikhova, Flora

\$830.00

Uzbekistan (Tashkent City)

For participation in the Transition Economics Research Network Workshop

Appendix E:

Status of Loan Portfolio as of September 30, 2001

Anelik Bank, Yerevan								
Location of Business	Activities	Amount Given	Balance (30.09.01)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Yerevan	Bakery	\$25,000	Repaid	\$0			\$25,000	2
Ashtarak	Greenhouse	\$25,000	Repaid	\$0		\$6,000	\$19,000	14
Abovian	Textiles (socks)	\$15,000	Charge Off	Charge Off	\$14,226	\$5,800	\$9,200	0
Yerevan	Computer equip. sales & service	\$20,000	Repaid	\$0		\$20,000		4
Aramus (Kotai)	Bakery and soft drinks	\$25,000	Repaid	\$0			\$25,000	5
Yerevan	Brake shoes and press tools	\$25,000	Repaid	\$0			\$25,000	5
Yerevan	Washing machine manufacturer	\$20,000	Repaid	\$0		\$20,000		16
Arzni (Kotai)	Bakery and macaroni	\$25,000	Repaid	\$0		\$3,500	\$21,500	4
Yerevan	Fast food restaurant	\$25,000	Repaid	\$0		\$2,450	\$22,550	4
Yerevan	Shampoo/personal care products	\$24,800	Repaid	\$0		\$24,800		4
Yerevan	Retail pavilion construction	\$20,000	Repaid	\$0		\$20,000		3
Yerevan	Distribution/warehousing	\$21,550	Repaid	\$0		\$16,500	\$5,050	2
Gyumri	Bakery	\$11,750	Repaid	\$0			\$11,750	10
Aragjugh	Sheep farm	\$12,000	Repaid	\$0		\$9,000	\$3,000	5
Dzoraghpiur	Food processing (jam, tomatoes)	\$25,000	Repaid	\$0		\$25,000		35
Yerevan	Furniture, door, window frames	\$24,500	Repaid	\$0		\$24,500		5
Arzni (Kotai)	Concrete blocks and plates	\$25,000	Repaid	\$0		\$18,800	\$6,200	3
Yerevan	Manf- chandeliers	\$23,000	Charge Off	Charge Off	\$9,067	\$23,000		0
Ararat	Pig farm	\$19,000	Repaid	\$0		\$15,100	\$3,900	3
Maralik (Shirak)	Bakery	\$23,540	Repaid	\$0		\$8,500	\$15,040	4
Ararat	Dairy farm	\$18,750	Repaid	\$0		\$18,750		3
Gokht	Dairy farm	\$19,420	Repaid	\$0		\$19,420		5
Yerevan	Fast food restaurant	\$45,000	Repaid	\$0		\$23,656	\$21,344	4
Jarat(Shirak)	Dairy farm	\$23,000	Repaid	\$0		\$18,000	\$5,000	2
Gyumri	Socks&Stockings production	\$7,000	Repaid	\$0		\$7,000		15
Yerevan	Open air cafe	\$45,850	Repaid	\$0		\$30,040	\$15,810	7
Dzoraghpiur	Food processing (jam, tomatoes)	\$50,000	Repaid	\$0		\$50,000		20
Gyumri	Socks&Stockings, uniforms	\$30,000	Repaid	\$0		\$1,500	\$28,500	35
Gyumri	TV Company	\$18,000	Repaid	\$0		\$18,000		10
Yerevan	Food packng, cafe	\$50,000	Repaid	\$0		\$44,450	\$5,550	5
Hrazdan	Pig farm	\$25,000	Charge off	Charge off	\$4,796	\$23,250	\$1,750	0
Ararat	Dairy farm	\$18,000	Repaid	\$0		\$16,500	\$1,500	4
Yerevan	Furniture, door, window frames	\$20,000	Repaid	\$0		\$2,719	\$17,281	15
Abovian	Hotel /Restaurant	\$50,000	Repaid	\$0		\$50,000		31
Gyumri	Sour-cream&curds	\$12,800	Repaid	\$0		\$10,000	\$2,800	2
Yerevan	Textiles/clothes	\$35,000	Repaid	\$0			\$35,000	16
Yerevan	Audio/video equipment	\$30,000	Repaid	\$0			\$30,000	4
Gyumri	Cheese produc	\$30,000	Charge off	Charge off	\$18,500	\$24,000	\$6,000	0
Vedy	Pig&Diary farm	\$20,000	Repaid	\$0		\$8,000	\$12,000	4
Gyumri	Textile prod.	\$30,000	Repaid	\$0		\$20,000	\$10,000	2
Yerevan	Stationary	\$16,000	Repaid	\$0		\$6,020	\$9,980	4
Gyumri	Market construction	\$40,000	Repaid	\$0			\$40,000	3
Yerevan	Restaurant	\$40,000	Repaid	\$0		\$40,000		5

*CE= Capital Expenditures

*RM/INV= Raw Materials, Inventory, etc.

Yerevan	Beauty Salon, Dentist, hot d	\$25,000	Repaid	\$0		\$14,200	\$10,800	6
Yerevan	Restaurant	\$15,000	Repaid	\$0		\$12,195	\$2,805	10
Yerevan	Cinema&Bar	\$45,000	Repaid	\$0		\$26,980	\$18,020	14
Hrazdan	Beef,pork,milk,eggs	\$22,000	Repaid	\$0			\$22,000	5
Gyumri	Cafe/restaurant and foodstu	\$30,000	Charge off	Charge off	\$26,000	\$14,700	\$15,300	0
Yerevan	Drug store/services	\$15,000	Repaid	\$0		\$9,300	\$5,700	6
Abovian	Glass bottles production	\$100,000	Repaid	\$0			\$100,000	0
Yerevan	Beauty Salon	\$25,000	Repaid	\$0		\$10,500	\$14,500	6
Azatan, Shirak reg	Restaurant/hotel	\$40,000	Repaid	\$0			\$40,000	19
Yerevan	Super Market	\$50,000	Charge off	Charge off	\$38,000	\$25,390	\$24,610	0
Dzoraghpiur	Food processing (jam)	\$100,000	Repaid	\$0			\$100,000	0
Yerevan	Textile prod.	\$65,000	Repaid	\$0			\$65,000	0
Yerevan	Food store, bakery	\$20,000	Repaid	\$0		\$20,000		6
Yerevan	Photo Salon	\$20,000	Repaid	\$0		\$20,000		2
Gyumri	Bakery	\$12,000	\$1,434	\$1,434		\$1,900	\$10,100	4
Yerevan	Dentistry services	\$35,000	Repaid	\$0		\$35,000		5
Yerevan	Photo Salon	\$15,000	Repaid	\$0		\$15,000		3
v. Voskevaz	Poultry & Pig Farm	\$20,000	Repaid	\$0			\$20,000	15
Gyumri	TV Company	\$10,000	Repaid	\$0		\$6,780	\$3,220	2
Gyumri	Dentistry services	\$20,000	\$1,125	\$0		\$20,000		6
Yerevan	Restaurant	\$100,000	\$20,250	\$0		\$23,000	\$77,000	13
Yerevan	Butter packaging	\$35,000	\$15,958	\$15,958		\$1,550	\$33,450	2
Yerevan	Bread, lemonade, refrigerat	\$35,000	\$11,500	\$0		\$23,550	\$11,450	9
Talin reg., Katnag	Cattle, sheep, poultry Farm	\$29,000	Repaid	\$0			\$29,000	3
Yerevan	Fitness center	\$25,000	Repaid	\$0		\$25,000		10
Yerevan	Car service	\$40,000	Repaid	\$0		\$40,000		12
Yerevan	Advertisement neon lamps	\$15,000	Repaid	\$0			\$15,000	0
Gyumri	Diamond production	\$35,000	\$15,600	\$0			\$35,000	8
Yerevan	Film shooting	\$30,000	Repaid	\$0			\$30,000	4
Yerevan	Cafe	\$20,000	\$7,450	\$0		\$20,000		10
Yerevan	Bakery	\$5,980	Repaid	\$0		\$5,980	\$4,020	4
Gyumri	Socks&Stockings,	\$25,000	\$12,300	\$0			\$25,000	0
Yerevan	Food shop, bakery,	\$17,000	\$10,491	\$91		\$8,800	\$8,200	0
Ashtarak	Greenhouse/flower prod.	\$22,000	\$3,500	\$0			\$22,000	0
Ararat	Cattle breeding	\$18,000	\$10,072	\$72		\$16,050	\$1,950	0
Yerevan	Shoe production	\$40,000	\$16,600	\$0			\$40,000	0
Yerevan	Chemical products	\$50,000	\$35,000	\$0			\$50,000	3
Gyumri	Hosiery prod.	\$20,000	\$14,300	\$0		\$5,000	\$15,000	0
Yerevan	Bar, Restaurant	\$6,000	\$1,900	\$0		\$6,000	\$0	0
Yerevan	Bread/Lavash/ prod.	\$9,000	\$5,800	\$0		\$7,700	\$1,300	1
Gavar	Soft drink/bathhouse	\$7,000	\$3,400	\$0		\$4,450	\$2,550	1
Yerevan	Advertisement neon lamps	\$40,000	\$33,100	\$0		\$25,820	\$14,180	0
Yerevan	Car service	\$42,120	\$37,320	\$0		\$43,000	\$0	0
Yerevan	Dairy products	\$70,000	\$25,000	\$0		\$70,500	\$0	8
Yerevan	Clothes production	\$16,000	\$15,220	\$0		\$4,000	\$12,000	0
Yerevan	Household chemicalproduct	\$22,000	\$22,000	\$0			\$22,000	0
Gyumri	Hosiery prod.	\$5,500	\$4,800	\$0		\$4,300	\$1,200	4
Yerevan	Plastic Capsule production	\$100,000	\$100,000	\$0			\$100,000	29
Yerevan	Bakery	\$7,500	\$7,500	\$0		\$7,500		0
Yerevan	Sewing and designing curta	\$25,000	\$25,000	\$0			\$25,000	5
Yerevan	Shoe production	\$27,000	\$27,000	\$0			\$27,000	0
Yerevan	Film production	\$25,000	\$25,000	\$0			\$25,000	0
Yerevan	Teahouse and cafØservices	\$60,000	\$0	\$0		\$60,000		20
TOTALS/AVERAGES		\$2,817,060	\$508,620	\$17,555	\$110,589	\$1,308,400	\$1,514,060	579

Lend Bank, Yerevan								
Location of Business	Activities	Amount Given	Balance (30.09.01)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Yerevan	Wire & cable manf	\$49,500	Repaid	\$0			\$49,500	15
Maykovsky (Kotaik)	Men's underwear	\$9,800	Charge Off	Charge Off	\$8,800	\$1,000	\$8,800	0
Lernagog	Dairy farm/cheese	\$15,000	Charge Off	Charge Off	\$8,208	\$14,200	\$800	0
Hakhstk	Dairy farm/cheese	\$10,800	Repaid	\$0		\$9,600	\$1,200	7
Daralik	Dairy farm/cheese	\$13,000	Repaid	\$0		\$10,000	\$3,000	7
Yerevan	Compuer sales/serv	\$45,000	Repaid	\$0		\$45,000		4
Yerevan	Fast food rest.	\$29,000	Repaid	\$0		\$16,000	\$13,000	0
Yerevan	Barber&Beauty services	\$25,000	Repaid	\$0		\$7,000	\$18,000	24
Yerevan	Transportation services	\$5,000	Repaid	\$0		\$5,000		1
Yerevan	Plastic goods	\$45,000	Repaid	\$0		\$3,000	\$42,000	8
Echmiadzin, Armavir	Dietetic hen eggs	\$50,000	Repaid	\$0		\$33,750	\$16,250	0
Akhtanak	Hen meat	\$50,000	Repaid	\$0		\$1,918	\$48,082	4
Lusaghbur (Shirak)	Grain mill	\$15,000	Repaid	\$0			\$15,000	5
Ashtarak	Grain mill	\$15,000	Repaid	\$0			\$15,000	3
Gavar	Wool cleaning	\$25,000	Repaid	\$0		\$8,720	\$16,280	20
Yerevan	Smithy	\$5,200	Repaid	\$0		\$5,200		7
Yerevan	Concrete production	\$40,000	Repaid	\$0		\$24,800	\$15,200	5
Yerevan	Wallpaper,plastic bags production	\$20,000	Repaid	\$0		\$9,000	\$11,000	2
Jraber	Greenhouse	\$25,000	\$13,576.57	\$13,577		\$23,000	\$2,000	0
Hrazdan	Grain mill	\$15,000	Repaid	\$0			\$15,000	1
Bourastan	Fish Farm	\$25,000	Repaid	\$0		\$2,000	\$23,000	5
Talin	Grain mill	\$15,000	Repaid	\$0			\$15,000	2
Ashtarak	Grain mill	\$15,000	Repaid	\$0			\$15,000	1
Yerevan	Capsules prod.	\$84,750	Repaid	\$0		\$60,000	\$24,750	8
Yerevan	Dental prosthesis	\$15,000	Repaid	\$0		\$15,000		8
Sisian	Grain mill	\$15,000	Repaid	\$0			\$15,000	0
Yerevan	Grain mill	\$15,000	Repaid	\$0			\$15,000	0
Yerevan	Trout feed	\$49,300	Repaid	\$0		\$7,300	\$42,000	8
Tairov	Drilling prod	\$48,000	Repaid	\$0		\$2,100	\$45,900	15
Dilijan	Mineral water	\$36,040	Repaid	\$0		\$6,000	\$30,040	4
Yerevan	Wood processing	\$20,000	Repaid	\$0		\$12,860	\$7,140	4
Yerevan	Grain mill	\$15,000	Repaid	\$0			\$15,000	0
vil. Arevshat	Grain mill	\$15,000	Repaid	\$0			\$15,000	3
vil. Akounk	Grain mill	\$15,000	Repaid	\$0			\$15,000	0
Tsakhgadzor	Grain mill	\$15,000	Repaid	\$0			\$15,000	2
Yerevan	Grain mill	\$15,000	Repaid	\$0			\$15,000	2
Yerevan	Grain mill	\$15,000	Repaid	\$0			\$15,000	2
Yerevan	Grain mill	\$15,000	Repaid	\$0			\$15,000	0
Yerevan	Grain mill	\$15,000	Repaid	\$0			\$15,000	2
Yerevan	Grain mill	\$10,000	Repaid	\$0			\$10,000	0
Yerevan	Computer sales/serv	\$49,525	Charge Off	Charge Off	\$25,267		\$49,525	0
Yerevan	Barber&Beauty services	\$35,800	Charge Off	Charge Off	\$30,925	\$35,800		0
Lusaghbur (Shirak)	Grain mill	\$49,230	Charge Off	Charge Off	\$43,080		\$49,230	0
Stepanavan	Dairy/pig farm	\$68,000	Charge Off	Charge Off	\$6,000	\$60,000	\$8,000	6
Akunk, Kotaik regio	Poultry farm	\$29,431	Repaid	\$0			\$29,431	8
Yerevan	Technical ethyl spirit production	\$45,500	Charge Off	Charge Off	\$19,320	\$14,000	\$31,500	0

*CE= Capital Expenditures

*RM/INV= Raw Materials, Inventory, etc.

Yerevan	Leather Goods production	\$33,902	Charge Off	Charge Off	\$30,002	\$1,000	\$32,902	0
Yerevan	Chandeliers& elements prod	\$25,000	Repaid	\$0			\$25,000	3
Karbi	Canned foods	\$30,000	Repaid	\$0		\$5,000	\$25,000	2
Yerevan	Furniture Production	\$12,000	Repaid	\$0		\$3,000	\$9,000	3
Echmiadzin, Armavir	Poultry farm	\$100,000	Charge Off	Charge Off	\$5,538	\$100,000	\$0	15
v. Mekhradzor	Wood processing	\$12,600	Repaid	\$0		\$3,500	\$9,100	3
Yerevan	Dental prosthesis	\$34,700	Repaid	\$0		\$24,100	\$10,600	7
Bourastan	Fish Farm	\$25,000	\$24,395	\$24,395			\$25,000	0
Yerevan	Bakery	\$54,460	Charge Off	Charge Off	\$9,910	\$27,700	\$26,760	20
Yerevan	Cloths prod.	\$30,050	Charge Off	Charge Off	\$6,590	\$6,000	\$24,050	6
Yerevan	Bread	\$34,984	\$26,640	\$26,640		\$34,984		15
Yerevan	Pizzeria, cafe	\$25,000	Charge Off	Charge Off	\$25,000	\$23,000	\$2,000	0
Yerevan	Construction&renovation	\$59,754	\$40,300.96	\$24,547		\$30,000	\$29,754	60
Yerevan	Dentistry	\$25,020	Charge Off	Charge Off	\$1,668	\$25,020		0
Yerevan	Paints&Aerosol prod.	\$7,000	Charge Off	Charge Off	\$7,000	\$500	\$21,500	6
Vedy, Ararat reg.	Detergent prod.	\$10,000	\$4,750	\$0	\$500	\$10,000		4
Artashat	Oil of sea buckthorn,	\$30,938	Repaid	\$0		\$63,735	\$17,203	7
TOTALS/AVERAGES		\$1,803,284	\$109,663	\$89,159	\$227,808	\$789,787	\$1,078,497	344

Armimpex Bank, Yerevan - Inactive

Location of Business	Activities	Amount Given	Balance (30.09.01)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Yerevan	Plastic Pkg	\$41,995	Repaid	\$0			\$41,995	14
Razdan	Shrinking&packing machine	\$49,726	Repaid	\$0		\$29,000	\$20,726	21
Yerevan	Emulsion production	\$16,000	Repaid	\$0			\$16,000	9
Balahovit (Kotai)	Small-size mills production	\$24,700	Repaid	\$0		\$18,300	\$6,400	25
Yerevan	Photo Studio	\$25,000	Repaid	\$0			\$25,000	7
Yerevan	Electric plates for stoves	\$14,000	Repaid	\$0			\$14,000	6
Yerevan	Knitted goods	\$25,000	Repaid	\$0		\$2,800	\$22,200	41
TOTALS/AVERAGES		\$196,421	\$0	\$0	\$0	\$50,100	\$146,321	123

Shirakinvest Bank

Location of Business	Activities	Amount Given	Balance (30.09.01)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Gyumri	Medical Center	\$14,500	Repaid	\$0		\$14,500		0
Guimry	Shoes	\$97,000	Repaid	\$0			\$97,000	10
Guimry	Bread&Cafe	\$10,000	Repaid	\$0		\$3,000	\$7,000	0
Guimry	Sewing production	\$15,000	Charge Off	Charge Off	\$7,500	\$9,600	\$5,400	0
v. Shirakavan	Dairy, pig, sheep farm	\$17,000	Charge Off	Charge Off	\$7,555	\$6,000	\$11,000	0
Artik	Cannery/fruit processin	\$37,600	Charge Off	Charge Off	\$37,600		\$37,600	0
Maralik, Shiraki reg	Dairy,cattle,pig farm	\$10,000	Charge Off	Charge Off	\$7,600	\$4,800	\$5,200	0
Panic	Pig breeding	\$15,000	Charge Off	Charge Off	\$12,249		\$15,000	0
TOTALS/AVERAGES		\$216,100	\$0	\$0	\$72,504	\$37,900	\$178,200	10

Credit Service Bank								
Location of Business	Activities	Amount Given	Balance (30.09.01)	Principal overdue	Charge Off	*Use of Loan	Proceeds	Jobs Created
						CE	RM/INV	
Yerevan	Wire & cable manf	\$8,000	\$3,650	\$0	\$0	\$8,000		4
Yerevan	Bakery	\$9,084	\$3,840	\$0	\$0	\$3,849	\$5,235	5
Stepanavan, Shagard	Cheese prod. Farming	\$30,000	\$6,000	\$0	\$0	\$20,000		10
Yerevan	Bakery	\$10,500	\$4,500	\$0	\$0	\$5,870	\$4,630	2
Yerevan	Soft drinks	\$27,500	\$13,000	\$0	\$0	\$5,500	\$22,000	3
Vanadzor	Grain Mill	\$95,700	\$89,100	\$0	\$0	\$85,700	\$10,000	29
Kotayk	Poultry	\$99,500	\$95,750	\$0	\$0		\$99,500	19
Village Arevashogh	Carpet production	\$28,600	\$27,000	\$0	\$0	\$5,200	\$13,400	34
Yerevan	Dentistry services	\$28,000	\$24,800	\$0	\$0	\$28,000		5
Artashat	Seabuckthorn oil	\$81,000	\$81,000	\$0	\$0	\$61,000	\$20,000	18
Gyumry	Polypropylene sack product	\$75,000	\$72,725	\$0	\$0		\$75,000	32
Shirakmut, Spitak,	Hydro-power plant	\$40,000	\$40,000	\$0	\$0	\$40,000		6
Yerevan	Bakery	\$5,000	\$5,000	\$0	\$0	\$5,000		3
Yerevan	Soft drink production	\$30,000	\$30,000	\$0	\$0		\$30,000	6
TOTALS/AVERAGES		\$567,884	\$496,365	\$0	\$0	\$268,119	\$279,765	176

ArmAgroBank								
Location of Business	Activities	Amount Given	Balance (30.09.01)	Principal overdue	Charge Off	*Use of Loan	Proceeds	Jobs Created
						CE	RM/INV	
Ashtarak	Restaurant, hotel	\$30,000	Repaid	\$0	\$0	\$16,792	\$13,208	4
Mirak v. Aragatsotn	Dairy farm	\$15,000	\$5,000	\$0	\$0	\$20,000		10
Kapan	Cannery	\$10,000	\$6,165	\$0	\$0		\$10,000	0
Shorzha, Gegharkun	Restaurant, motel	\$10,000	\$1,000	\$0	\$0	\$10,000		4
Kapan	Bakery	\$10,000	\$2,500	\$0	\$0	\$8,500	\$1,500	5
Geghashen village, L	Cattle breeding farm	\$30,000	\$26,800	\$0	\$0	\$5,000	\$25,000	6
v. Nor Geghi, Kotayk	Poultry, eggs prod.	\$100,000	\$73,540	\$0	\$0		\$100,000	4
Vanadzor	Autogen devices prod.	\$60,000	\$34,350	\$0	\$0	\$20,000	\$40,000	12
Yerevan	Jewellery	\$15,000	\$7,496	\$0	\$0		\$23,000	5
Ashtarak	Cannery	\$30,000	\$15,000	\$0	\$0	\$7,000	\$23,000	46
Yerevan	Car technical services	\$20,000	\$18,200	\$0	\$0	\$20,000		7
Sevan, Gegharqunig	Rest zone	\$25,000	\$19,500	\$0	\$0	\$25,000		0
Meghry, Syunik	Cannery	\$25,000	\$25,000	\$0	\$0		\$25,000	45
Arzny, Kotayk	Poultry Farm	\$100,000	\$95,500	\$0	\$0		\$100,000	62
Armavir	Juice production	\$40,000	\$40,000	\$0	\$0	\$17,000	\$23,000	1
Vanadzor, Lory	Printing Services	\$30,000	\$30,000	\$0	\$0	\$30,000		2
Yerevan	Transportation services	\$125,000	\$125,000	\$0	\$0	\$125,000		15
Yerevan	Transportation services	\$30,000	\$0	\$0	\$0	\$30,000		0
TOTALS/AVERAGES		\$705,000	\$525,051	\$0	\$0	\$334,292	\$383,708	228

Total Armenia SBLP	\$6,305,749	\$1,639,699	\$106,714	\$410,901	\$2,788,598	\$3,580,551	1,460
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*CE= Capital Expenditures

*RM/INV= Raw Materials, Inventory, etc.

Aval Bank- Kyiv - Inactive								
Location of Business	Activities	Amount Given	Balance (30.09.01)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Brovari	Mayonnaise	\$25,000	Repaid	\$0		\$25,000	\$0	12
Kharkiv	Thermostats	\$25,000	Repaid	\$0		\$25,000	\$0	15
Kyiv	Sausage	\$50,000	Charge Off	Charge Off	\$45,692	\$50,000	\$0	0
Belaya Tserkov	Sausage	\$50,000	Repaid	\$0		\$50,000	\$0	17
Kharkiv	Bakery	\$20,000	Repaid	\$0		\$20,000	\$0	5
Dnipropetrovsk	Computer assembly	\$50,000	Repaid	\$0		\$50,000	\$0	9
Donetsk	Yogurt	\$50,000	Repaid	\$0		\$50,000	\$0	27
Kharkiv	Book publisher	\$50,000	Repaid	\$0		\$50,000	\$0	16
Zaporizhia	Butter and casein	\$50,000	Charge Off	Charge Off	\$25,000	\$50,000	\$0	0
TOTALS/AVERAGES		\$370,000	\$0	\$0	\$70,692	\$370,000	\$0	101

Bank Agio- Kyiv								
Location of Business	Activities	Amount Given	Balance (30.09.01)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Kyiv	Travel Agency	\$60,000	Repaid	\$0		\$60,000	\$0	20
Kyiv	Car wash	\$6,600	Repaid	\$0		\$5,575	\$1,025	0
Kyiv	Shoe production	\$100,000	Repaid	\$0		\$0	\$100,000	45
Kyiv	Photo services	\$100,000	Repaid	\$0		\$100,000	\$0	2
Kyiv	Food stores, pharmacy, beauty salon	\$60,000	Repaid	\$0		\$60,000	\$0	20
Kyiv	Nut processing	\$13,200	Repaid	\$0		\$0	\$13,200	2
Kyiv	Lumber processing	\$30,000	Repaid	\$0		\$0	\$30,000	6
Kyiv	Shoe Maker	\$50,000	Repaid	\$0		\$0	\$50,000	30
Kyiv	Lumber processing	\$93,528	Repaid	\$0		\$93,528	\$0	15
Kyiv	Telecommunications	\$35,000	Repaid	\$0		\$35,000		10
Kyiv	Drug stores	\$85,000	\$57,581	\$0		\$45,000	\$40,000	10
Kyiv	Female medical clinic	\$33,000	\$22,000	\$0		\$33,000	\$0	14
Kyiv	hairdresser's	\$98,000	\$82,000	\$0		\$97,000	\$3,000	10
Kyiv	Printing house	\$70,000	\$57,273	\$0		\$70,000	\$0	7
Kyiv	Food stores	\$22,000	\$18,000	\$0		\$7,000	\$0	9
Kyiv	Printing house	\$15,000	\$9,545	\$0		\$15,000	\$0	5
Kyiv	Photo Services	\$90,000	\$83,523	\$0		\$100,000	\$0	2
Kyiv	Milk processing	\$100,000	\$93,333	\$0		\$39,814	\$60,186	5
Kyiv	Aluminum constructions	\$80,000	\$75,152	\$0		\$0	\$80,000	4
Kyiv	Food distribution	\$47,000	\$41,778	\$0		\$50,000	\$0	5
Kyiv	Food stores	\$19,000	\$19,000	\$0		\$8,000	\$0	3
Kyiv	Polymer packaging	\$90,000	\$83,318	\$0		\$90,000	\$0	10
TOTALS/AVERAGES		\$1,297,328	\$642,503	\$0	\$0	\$908,917	\$377,411	234

VABank- Kyiv, Lviv, Odessa								
Location of Business	Activities	Amount Given	Balance (30.09.01)	Principal overdue	Charge Off	*Use of Loan	Proceeds	Jobs Created
						CE	RM/INV	
Kyiv	Warehousing, cargo, trade equipment	\$80,000	Repaid	\$0		\$80,000	\$0	8
Lviv	Dental services& equip	\$50,000	\$4,762	\$0		\$0	\$50,000	3
Lviv	Water production	\$80,000	Repaid	\$0		\$5,100	\$74,900	15
Lviv	Dental Services	\$50,000	\$14,286	\$0		\$0	\$50,000	3
Lviv	Transportation, tourism	\$75,000	Repaid	\$0		\$75,000	\$0	6
Kyiv	Ventilation systems	\$100,000	\$37,500	\$0		\$75,370	\$24,630	30
Lviv	Pet forms for bottles	\$47,000	\$17,905	\$0		\$0	\$47,000	5
Lviv	Blinds production, retail trade	\$40,000	\$24,242	\$0		\$0	\$40,000	3
Lviv	Production of furniture	\$40,000	\$26,667	\$0		\$10,000	\$30,000	6
Lviv	Hotel, restaurant	\$50,000	\$30,769	\$0		\$50,000	\$0	7
Lviv	Printing, publishing	\$50,000	\$29,630	\$0		\$50,000	\$0	9
Lviv	Heating, water, sewage and gas systems	\$50,000	\$40,000	\$0		\$0	\$50,000	15
Kyiv	Warehouses, cargo delivery	\$70,000	\$49,611	\$0		\$70,000	\$0	2
Kyiv	Cafe	\$15,000	\$11,769	\$0		\$12,000	\$0	12
Kyiv	Foil production	\$100,000	\$16,670	\$0		\$0	\$100,000	0
Kyiv	Washing liquids and cosmetic items production	\$100,000	\$72,222	\$0		\$33,000	\$67,000	12
Lviv	Transportation, tourism	\$100,000	\$66,667	\$0		\$100,000	\$0	7
Kyiv	Ventilation systems	\$30,000	\$17,500	\$0		\$30,000	\$0	8
Lviv	Recreation, tourism	\$49,000	\$49,000	\$0		\$25,000	\$0	9
Lviv	Transportation trucking	\$50,000	\$48,485	\$0		\$50,000	\$0	6
Kyiv	Warehouses, cargo delivery	\$72,000	\$68,000	\$0		\$72,000	\$0	5
Kyiv	pistons	\$30,000	\$30,000	\$0		\$0	\$30,000	2
Kyiv	products	\$40,000	\$38,857	\$0		\$20,000	\$0	7
Lviv	Dentistry	\$50,000	\$40,000			\$0	\$30,000	0
TOTALS/AVERAGES		\$1,418,000	\$734,542	\$0	\$0	\$757,470	\$593,530	180
Total Ukraine SBLP		\$3,085,328	\$1,377,045	\$0	\$70,692	\$2,036,387	\$970,941	515

*CE= Capital Expenditures

*RM/INV= Raw Materials, Inventory, etc.